

INSPIRATIONAL SELECTIONS FROM

JOHN C.
MAXWELL

MOTIVATED
TO SUCCEED

for ESEC's
TOTAL IMMERSION
ENGLISH PROGRAM
(T.I.P.)

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ESEC

Education Service Exchange With China, Inc.
美中教育服务机构

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Dr. Danny Yu
President, ESEC

FOREWORD

A PERSONAL MESSAGE TO T. I . P. STUDENTS
FROM DR. JOHN MAXWELL

Congratulations! You have made a life-changing decision to enter the Total Immersion Program (T.I.P.) with Educational Services Exchange with China (ESEC). Dr. Danny Yu, President of ESEC, has a long and distinguished 25-year record training thousands of Chinese students in English at the most prestigious colleges throughout China. Dr. Yu's latest endeavor, T.I.P., is a fresh, innovative program that will help you reach your English language goals and help you succeed in your life and career.

It is well known that individuals form new, life-transforming habits, whether in language learning or in life, in a 30-day period set aside to embrace new patterns of thought and practice. I firmly believe that T.I.P. students who diligently apply the ABC's of the T.I.P. program: Attack Your Limitations, Build Your Confidence, and Commit Yourself, and the positive principles found in each morning motivational reading will find themselves enjoying the fruits of their efforts long after the program's closing ceremony.

I am pleased to join with Dr. Yu and ESEC in providing you with this selection of life stories, leadership insights, and reflective questions to encourage you everyday of your program and for your continuing study afterward. I sincerely hope that you will be enriched, empowered, and inspired to reach your highest potential in your language learning and in all of your life's endeavors.

With warmest wishes for your success,
Dr. John C. Maxwell

SELECTIONS FROM

ATTITUDE

101

WHAT EVERY LEADER NEEDS TO KNOW

PUBLISHER'S PREFACE

Who cares about a person's attitude? As long as someone can do the job, you shouldn't worry too much about it, right? If John Maxwell believed that, you wouldn't have *Attitude 101* in your hands right now.

As America's leadership expert, Dr. Maxwell has devoted his life to helping people become more successful. His books and seminars teach that anyone can be a REAL success if they master skills in four areas: Relationships, Equipping, Attitude, and Leadership. This book is designed to give you the essentials of attitude—in a quick, easy-to-read format.

People's lives are so hectic. Their time is valuable, and yet, they are also on information overload. More new information has been produced in the last thirty years than in the previous five thousand. A weekday edition of the New York Times contains more information than average people in seventeenth-century England were likely to come across in their lifetime. The amount of information available in the world has doubled in the last five years, and it will keep doubling.

So this book, a companion to *Leadership 101*, *Relationships 101* (available January 2004), and *Equipping 101* (available January 2004), is the short course on attitude. Dr. Maxwell recognizes that as an individual, your attitude has a profound impact on your life. As a leader, you cannot ignore the attitudes of the people you lead and expect to achieve success—whether you're leading a business, a family, a sports team, or a group of volunteers. A person's attitude impacts their relationships, colors their view of failure, and defines their approach to success. Attitude can make or break you.

We are delighted to publish *Attitude 101* because we realize that few things in life are a greater asset than an attitude of positive determination. *Attitude 101* is designed to empower you and your team to succeed by helping you become equipped with the right kind of attitude. Here's to your success—and to your reaching the next level!

PART I

THE IMPACT OF ATTITUDE

HOW DOES ATTITUDE IMPACT LEADERSHIP?

Attitude is always a “player” on your team.

Growing up, I loved basketball. It all started for me in the fourth grade when I saw a high school basketball game for the first time. I was captivated. After that, I could usually be found practicing my shooting and playing pickup games on my small court at home.

By the time I got to high school, I had become a pretty good player. I started on the junior varsity team as a freshman, and when I was a sophomore, our JV team had a 15–3 record, which was better than that of the varsity. We were proud of our performance—maybe a little too proud.

The next year, critics who followed high school basketball in Ohio thought our team had a chance to win the state championship in our division. I guess they looked at the players who would return as seniors from the previous year’s varsity team, saw the talent that would be moving up from the JV, and figured we would be a powerhouse. And we did have a lot of talent. How many high school teams in the late 1960s could say that all but a couple of players on the team could dunk the ball? But the season turned out far different from everyone’s expectations.

FROM BAD TO WORSE

From the beginning of the season, the team suffered problems. There were two of us juniors on the varsity who had the talent to start for the team: John Thomas, who was the team’s best rebounder, and me, the best shooting guard. We thought playing time should be based strictly on ability, and we figured we deserved our place on the team. The seniors, who had taken a backseat to the previous year’s seniors, thought we should be made to pay our dues and wait on the bench.

What began as a rivalry between the JV and varsity the year before turned into

a war between the juniors and the seniors. When we scrimmaged at practice, it was the juniors against the seniors. In games the seniors wouldn't pass to the juniors and vice versa. The battles became so fierce that before long, the juniors and the seniors wouldn't even work together on the court during games. Our coach, Don Neff, had to platoon us. The seniors would start, and when a substitution became necessary, he'd put not one but five juniors in the game. We became two teams on one roster.

I don't remember exactly who started the rivalry that split our team, but I do remember that John Thomas and I embraced it early on. I've always been a leader, and I did my share of influencing other team members. Unfortunately, I have to confess that I led the juniors in the wrong direction.

What started as a bad attitude in one or two players made a mess of the situation for everyone. By the time we were in the thick of our schedule, even the players who didn't want to take part in the rivalry were affected. The season was a disaster. In the end, we finished with a mediocre record and never came close to reaching our potential. It just goes to show you, rotten attitudes ruin a team.

TALENT IS NOT ENOUGH

From my high school basketball experience I learned that talent is not enough to bring success to a team. Of course, you need talent. My friend Lou Holtz, the outstanding college football coach, observed, "You've got to have great athletes to win . . . You can't win without good athletes, but you can lose with them." But it also takes much more than talented people to win.

My high school teammates were loaded with talent, and if that were enough, we could have been state champions. But we were also loaded with rotten attitudes. You know which won the battle between talent and attitude in the end. Perhaps that is why to this day I understand the importance of a positive attitude and have placed such a strong emphasis on it for myself, for my children as they were growing up, and for the teams I lead.

Years ago I wrote something about attitude for my book *The Winning Attitude*. I'd like to share it with you:

Attitude . . .

It is the "advance man" of our true selves.

Its roots are inward but its fruit is outward.

It is our best friend or our worst enemy.

It is more honest and more consistent than our words.

It is an outward look based on past experiences.
It is a thing which draws people to us or repels them.
It is never content until it is expressed.
It is the librarian of our past.
It is the speaker of our present.
It is the prophet of our future.¹

Good attitudes among players do not guarantee a team's success, but bad attitudes guarantee its failure. The following five truths about attitudes clarify how they affect teamwork and a leader's team:

1. Attitudes Have the Power to Lift Up or Tear Down a Team

In *The Winner's Edge* Denis Waitley stated, "The real leaders in business, in the professional community, in education, in government, and in the home also seem to draw upon a special cutting edge that separates them from the rest of society. The winner's edge is not in a gifted birth, in a high IQ, or in talent. The winner's edge is in the attitude, not aptitude."² Unfortunately, I think too many people resist that notion. They want to believe that talent alone (or talent with experience) is enough. But plenty of talented teams out there never amount to anything because of the attitudes of their players.

Various attitudes may impact a team made up of highly talented players:

Abilities	+ Attitudes	= Result
Great Talent	+ Rotten Attitudes	= Bad Team
Great Talent	+ Bad Attitudes	= Average Team
Great Talent	+ Average Attitudes	= Good Team
Great Talent	+ Good Attitudes	= Great Team

If you want outstanding results, you need good people with great talent and awesome attitudes. When attitudes go up, so does the potential of the team. When attitudes go down, the potential of the team goes with it.

2. An Attitude Compounds when Exposed to Others

Several things on a team are not contagious: talent, experience, and willingness to practice. But you can be sure of one thing: Attitude is catching. When someone on the team is teachable and his humility is rewarded by improvement, others are more likely to display similar characteristics. When a leader is upbeat in the face of discouraging circumstances, others admire that quality and want to be like her. When a team member displays a strong work ethic and begins to have a positive impact, others imitate him. People become inspired by their peers. People have a tendency to adopt the attitudes of those

they spend time with—to pick up on their mind-sets, beliefs, and approaches to challenges.

The story of Roger Bannister is an inspiring example of the way attitudes often “compound.” During the first half of the twentieth century, many sports experts believed that no runner could run a mile in less than four minutes. And for a long time they were right. But then on May 6, 1954, British runner and university student Roger Bannister ran a mile in 3 minutes 59.4 seconds during a meet in Oxford. Less than two months later, another runner, Australian John Landy, also broke the four-minute barrier. Then suddenly dozens and then hundreds of others broke it. Why? Because the best runners’ attitudes changed. They began to adopt the mind-sets and beliefs of their peers.

Bannister’s attitude and actions compounded when exposed to others. His attitude spread. Today, every world-class runner who competes at that distance can run a mile in less than four minutes. Attitudes are contagious!

3. Bad Attitudes Compound Faster Than Good Ones

There’s only one thing more contagious than a good attitude—a bad attitude. For some reason many people think it’s chic to be negative. I suspect that they think it makes them appear smart or important. But the truth is that a negative attitude hurts rather than helps the person who has it. And it also hurts the people around him.

To see how quickly and easily an attitude or mind-set can spread, just think about this story from Norman Cousins: Once during a football game, a doctor at the first aid station treated five people for what he suspected might be food poisoning. He soon discovered that all five people had bought drinks from a particular concession stand at the stadium.

The physician requested that the announcer advise people in the stadium to avoid buying drinks from the particular vendor because of the possibility of food poisoning. Before long, more than two hundred people complained of food poisoning symptoms. Nearly half the people’s symptoms were so severe that they were taken to the hospital.

The story doesn’t end there, however. After a little more detective work, it was discovered that the five original victims had eaten tainted potato salad from one particular deli on the way to the game. When the other “sufferers” found out that the drinks in the stadium were safe, they experienced miraculous recoveries. That just goes to show you, an attitude spreads very quickly.

4. Attitudes Are Subjective, So Identifying a Wrong One Can Be

Difficult

Have you ever interacted with someone for the first time and suspected that his attitude was poor, yet you were unable to put your finger on exactly what was wrong? I believe many people have that experience.

The reason people doubt their observations about others' attitudes is that attitudes are subjective. Someone with a bad attitude may not do anything illegal or unethical, yet his attitude may be ruining the team just the same.

People always project on the outside how they feel on the inside. Attitude is really about how a person is. That overflows into how he acts. Allow me to share with you common rotten attitudes that ruin a team so that you can recognize them for what they are when you see them.

- *An inability to admit wrongdoing.* Have you ever spent time with people who never admit they're wrong? It's painful. Nobody's perfect, but someone who thinks he is does not make an ideal teammate. His wrong attitude will always create conflict.
- *Failing to forgive.* It's said that Clara Barton, the founder of modern nursing, was once encouraged to bemoan a cruel act inflicted on her years earlier, but Barton wouldn't take the bait.

"Don't you remember the wrong that was done to you?" the friend goaded.

"No," answered Barton, "I distinctly remember forgetting that."

Holding a grudge is never positive or appropriate. And when unforgiveness occurs between teammates, it's certain to hurt the team.

Petty jealousy. An attitude that really works against people is the desire for equality that feeds petty jealousy. For some reason the people with this attitude believe that every person deserves equal treatment, regardless of talent, performance, or impact. Yet nothing could be farther from the truth. Each of us is created uniquely and performs differently, and as a result, we should be treated as such.

The disease of me. In his book *The Winner Within*, highly successful NBA coach Pat Riley writes about the "disease of me." He says of team members who have it, "They develop an overpowering belief in their own importance. Their actions virtually shout the claim, 'I'm the one.'" Riley asserts that the disease always has the same inevitable result: "The Defeat of Us."³

A critical spirit. Fred and Martha were driving home after a church service. "Fred," Martha asked, "did you notice that the pastor's sermon was kind of weak today?"

"No, not really," answered Fred.

"Well, did you hear that the choir was flat?"

“No, I didn’t,” he responded.

“Well, you certainly must have noticed that young couple and their children right in front of us, with all the noise and commotion they made the whole service!”

“I’m sorry, dear, but no, I didn’t.”

Finally in disgust Martha said, “Honestly, Fred, I don’t know why you even bother to go to church.”

When someone on the team has a critical spirit, everybody knows it because everyone on the team can do no right.

A desire to hog all the credit. Another bad attitude that hurts the team is similar to the “disease of me.” But where the person with that disease may simmer in the background and create dissension, the credit hog continually steps into the spotlight to take a bow—whether he has earned it or not. His attitude is opposite that of NBA Hall of Fame center Bill Russell, who said of his time on the court, “The most important measure of how good a game I played was how much better I’d made my teammates play.”

Certainly there are other negative attitudes that I haven’t named, but my intention isn’t to list every bad attitude—just some of the most common ones. In a word, most bad attitudes are the result of selfishness. If one of your teammates puts others down, sabotages teamwork, or makes himself out to be more important than the team, then you can be sure that you’ve encountered someone with a bad attitude.

5. Rotten Attitudes, Left Alone, Ruin Everything

Bad attitudes must be addressed. You can be sure that they will always cause dissension, resentment, combativeness, and division on a team. And they will never go away on their own if they are left unaddressed. They will simply fester and ruin a team—along with its chances of reaching its potential.

Because people with bad attitudes are so difficult to deal with and because attitudes seem so subjective, you may doubt your gut reaction when you encounter someone with a bad attitude. After all, if it’s only your opinion that he has a rotten attitude, then you have no right to address it, right? Not if you care about the team. Rotten attitudes ruin a team. That is always true. If you leave a bad apple in a barrel of good apples, you will always end up with a barrel of rotten apples. Attitudes always impact a leader’s effectiveness.

President Thomas Jefferson remarked, “Nothing can stop the man with the right mental attitude from achieving his goal; nothing on earth can help the man with the wrong mental attitude.” If you care about your team and you are committed to helping all of the players, you can’t ignore a bad attitude.

Dealing with a person whose attitude is bad can be a very tricky thing. Before you try to address the issue, you would benefit from a closer look at attitudes and how they affect an individual.

T.I.P. MORNING MOTIVATIONAL

CHAPTER 1: HOW DOES ATTITUDE IMPACT LEADERSHIP?

Instructions:

1. Read the Morning Motivational for the day (approximately 10 minutes).
2. Underline key words—especially words you do not understand.
3. Try to guess the meaning of the words you do not understand. Do not use a dictionary (electronic or otherwise).
4. Read the questions below. Write notes (not sentences) for discussion later on.
5. Find a partner, and then begin the discussion. There is no need to finish all the questions.

Discussion:

1. In your own words, summarize the article and tell it to your partner.
2. Share with your partner the idea you liked best in the article.
3. How do you define attitude?
4. I have led the juniors in the wrong direction. How did the author do this? Or why is talent not enough in a sport?
5. What does the writer mean in the sentence stating that attitude is the “advance man” of our true selves?
6. Name and discuss the six rotten attitudes, which ruin a team.
7. If there is time, go to the vocabulary words you underlined because you were not sure of the meaning. Try to guess the meaning and share it with your partner.
8. If there is still time, read the article out loud together.

PART II

THE FORMATION OF ATTITUDE

WHAT SHAPES A PERSON'S ATTITUDE?

A lot goes into an attitude—but a lot more comes out of it!

Attitudes aren't shaped in a vacuum. People are born with certain characteristics, and those impact their attitudes. But many other factors play an even greater role in people's lives and in the formation of their attitudes. While these factors continually impact people, in general, they make the greatest impression during the following times of life:

STAGES FACTORS

PRE-BIRTH: Inherent personality/temperament

BIRTH: Environment

AGES 1–6: Word expression Adult acceptance/affirmation

AGES 6–10: Self-image Exposure to new experiences

AGES 11–21: Peers, physical appearance

AGES 21–61: Marriage, family, job, success Adjustments, assessment of life

PERSONALITY—WHO I AM

All people are born as distinct individuals. Even two children with the same parents, same environment, and same training are totally different from each other. These differences contribute to the “spice of life” we all enjoy. Like tract homes that all look alike, if we all had similar personalities, our journey through life would certainly be boring.

I love the story of two men out fishing together who began discussing their wives. One said, “If all men were like me, they would all want to be married to my wife.” The other man quickly replied, “If they were all like me, none of them would want to be married to her.”

A set of attitudes accompanies each personality type. Generally, people with

certain temperaments develop specific attitudes common to that temperament. A few years ago, Tim LaHaye, co-author of the popular “Left Behind” novels, lectured and wrote about the four basic temperaments. Through observation, I have noticed that a person with what he calls a *choleric* personality often exhibits attitudes of perseverance and aggressiveness. A *sanguine* person is generally positive and looks on the bright side of life. An introspective *melancholy* individual can be negative at times, while a *phlegmatic* is prone to say, “Easy come, easy go.” Every individual’s personality is composed of a mixture of these temperaments, and there are exceptions to these generalizations. However, a temperament ordinarily follows a track that can be identified by tracing a person’s attitudes.

ENVIRONMENT—WHAT’S AROUND ME

I believe that environment is a greater controlling factor in our attitude development than our personality or other inherited traits. Before my wife, Margaret, and I began our family we decided to adopt our children. We wanted to give a child who might not normally have the benefit of a loving faith-filled home an opportunity to live in that environment. Although our children may not physically resemble us, they certainly have been molded by the environment in which we have reared them.

The environment of early childhood develops a person’s “belief system.” Children continually pick up priorities, attitudes, interests, and philosophies from their environment. It is a fact that what I really believe affects my attitude! However, the things I believe may not be true. What I believe may not be healthy. It may even hurt others and destroy me. Yet an attitude is reinforced by a belief—whether it is right or wrong.

Environment is the first influencer of our belief system. Therefore the foundation of an attitude is laid in the environment to which we were born. Environment becomes even more significant when we realize that the beginning attitudes are the most difficult to change.

WORD EXPRESSION—WHAT I HEAR

You’ve undoubtedly heard the old saying: “Sticks and stones may break my bones, but names will never hurt me.” Don’t you believe that! In fact, after the bruises have disappeared and the physical pain is gone, the inward pain of

hurtful words remains.

Years ago when I was leading a church, during one of our staff meetings I asked the pastors, secretaries, and custodians to raise their hands if they could remember a childhood experience that hurt deeply because of someone's words. Everyone raised his hand. One pastor recalled the time when he sat in a reading circle at school. (Do you remember how intimidating those sessions were?) When his time came to read, he mispronounced the word *photography*. He read it photography instead of pho-tog-ra-phy. The teacher corrected him and the class laughed. He still remembers . . . forty years later. One positive result of that experience was his desire from that moment on to pronounce words correctly. Today one of the reasons he excels as a speaker is because of that determination.

ADULT ACCEPTANCE/AFFIRMATION— WHAT I FEEL

Often when I am speaking to leaders, I tell them about the importance of accepting and affirming the ones they are leading. The truth is, people don't care how much you know until they know how much you care!

Think back to your school days. Who was your favorite teacher? Now think of why. Probably your warmest memories are of someone who accepted and affirmed you. We seldom remember what our teacher said to us, but we do remember how they loved us. Long before we understand teaching, we reach out for understanding. Long after we have forgotten the teachings, we remember the feeling of acceptance or rejection.

Many times I have asked people if they enjoyed their pastor's sermon the previous week. After a positive response I ask, "What was his subject?" Seventy-five percent of the time they cannot give me the sermon title. They do not remember the exact subject, but they do remember the atmosphere and attitude in which it was delivered.

My favorite Sunday school teachers from my childhood are beautiful examples of this truth. First came Katie, my second grade teacher. When I was sick and missed her class, she would come and visit me on Monday. She would ask how I was feeling and give me a five-cent trinket that was worth a million dollars to me. Katie would say, "Johnny, I always teach better when you are in the class. When you come next Sunday morning, would you raise your hand so I can see you are in attendance? Then I will teach better."

I can still remember raising my hand and watching Katie smile at me from the front of the class. I also remember other kids raising their hands on Sundays

when Katie began to teach and her class grew rapidly. That year, the Sunday school superintendent wanted to split the class and start a new one across the hall. He asked for volunteers for the new class and no one raised his hand. Why? No kid wanted to go with a new teacher and miss Katie's continual demonstration of love.

Another teacher I remember is Glen Leatherwood. He taught all the junior high school boys in the church where I grew up. Did you ever teach a group of ten-wiggles-per-minute boys? Usually those teachers go straight from teaching that class to their heavenly reward! But not Glen. He taught junior high boys for another thirty years. The twelve months I spent in his class made a profound impact on my faith and my life's work.

I was also privileged to grow up in a very affirming family. I never questioned my parents' love and acceptance. They continually affirmed their love through actions and words. When our children were growing up, Margaret and I tried to create that same environment for them. I believe that our kids saw or sensed our acceptance and affirmation at least thirty times a day. Today I'd say our grandchildren get almost twice as much. That's not too much! Have you ever been told too many times that you are important, loved, and appreciated? Remember, people don't care how much you know until they know how much you care.

SELF-IMAGE—HOW I SEE MYSELF

It is impossible to perform consistently in a manner inconsistent with the way we see ourselves. In other words, we usually act in direct response to our self-image. Nothing is more difficult to accomplish than changing outward actions without changing inward feelings.

One of the best ways to improve those inward feelings is to put some "success" under your belt. My daughter Elizabeth has a tendency to be shy and wants to hold back on new experiences. But once she has warmed up to a situation, it's "full steam ahead." When she was in first grade, her school had a candy bar sale. Each child was given thirty candy bars and was challenged to sell every one of them. When I picked up Elizabeth from school she was holding her "challenge" and needed some positive encouragement. It was time for a sales meeting with my new salesgirl.

All the way home I taught her how to sell candy bars. I surrounded each teaching point with a half dozen "You can do it—your smile will win them over—I believe in you" phrases. By the end of our fifteen-minute drive, the young

lady sitting beside me had become a charming, committed saleslady. Off she went to the neighborhood with little brother Joel eating one of the candy bars and declaring that it was truly the best he had ever devoured.

At the end of the day, all thirty bars had been sold and Elizabeth was feeling great. I will never forget the words she prayed as I tucked her into bed that night: “O God, thanks for the candy sale at school. It’s great. O Lord, help make me a winner! Amen.”

Elizabeth’s prayer reflects the heart’s desire of every person. We all want to be winners. Sure enough, Elizabeth came home the next day with another box of candy bars. Now the big test! She’d exhausted the supply of friendly neighbors, and she was thrust into the cruel world of the unknown buyer. Elizabeth admitted fear as we went to a shopping center to sell our wares. Again I offered encouragement, a few more selling tips, more encouragement, the right location, more encouragement. And she did it. The experience amounted to two days of selling, two sold-out performances, two happy people, and one boosted self-image.

How we see ourselves reflects how others see us. If we like ourselves, it increases the odds that others will like us. Self-image sets the parameters for the construction of our attitudes. We act in response to how we see ourselves. We will never go beyond the boundaries that stake out our true feelings about ourselves. Those “new territories” can be explored only when our self-image is strong enough to give us permission to go there.

EXPOSURE TO NEW EXPERIENCES— OPPORTUNITIES FOR GROWTH

French philosopher François Voltaire likened life to a game of cards. Each player must accept the cards dealt to him. But once those cards are in the hand, he alone decides how to play them to win the game.

We always have a number of opportunities in our hand, and we must decide whether to take a risk and act on them. Nothing in life causes more stress, yet at the same time provides more opportunity for growth, than new experiences.

If you are a parent, you will find it impossible to shield your children from new experiences that might be negative. So it is essential to prepare positive encounters that will build self-image and confidence. Both positive and negative experiences can be used as tools in preparing children for life.

Children need continual reassurance and praise when their new experiences are less than positive. In fact, the worse the experience, the more encouragement

they need. But sometimes we become discouraged when they are discouraged. This is a good formula to adopt:

New experiences + teaching applications x love = growth.

ASSOCIATION WITH PEERS— WHO INFLUENCES ME

What others indicate about their perceptions of us affects how we perceive ourselves. Usually we respond to the expectations of others. This truth becomes evident to parents when their children go to school. No longer can parents control their children's environment.

My parents understood that others could exercise a sizable amount of control over their sons' behavior, so they were determined to watch and control our peer relationships as much as possible. Their strategy: Provide a climate in the Maxwell home that was appealing to their two boys' friends. This meant sacrificing their finances and time. They provided us with a shuffleboard game, Ping-Pong table, pool table, pinball machine, chemistry set, basketball court, and all the sports equipment imaginable. We also had a mother who was spectator, referee, counselor, arbitrator, and fan.

And the kids came, often twenty to twenty-five at a time. All sizes, shapes, and colors. Everyone had fun and my parents observed our friends. Sometimes, after the gang had gone, my parents would ask about one of our friends. They would openly discuss his language or attitudes and encourage us not to act or think that way. I realize now that most of my major decisions as a young boy were influenced by my parents' teaching and observation of my associations.

Casey Stengel, who was a successful manager of the New York Yankees baseball team, understood the power of associations on a ballplayer's attitude. He gave Billy Martin some advice when he was a rookie manager. Martin recalled, "Casey said there would be fifteen players on your team who will run through a wall for you, five who will hate you, and five who are undecided. When you make out your rooming list, always room your losers together. Never room a good guy with a loser. Those losers who stay together will blame the manager for everything, but it won't spread if you keep them isolated."

Charles "Tremendous" Jones, author of *Life is Tremendous*, says, "What you will become in five years will be determined by what you read and who you associate with." That's good for all of us to remember.

PHYSICAL APPEARANCE— HOW WE LOOK TO OTHERS

Our looks play an important part in the construction of our attitude. Incredible pressure is placed upon people to possess the “in look,” which seems to be the standard of acceptance. The next time you’re watching television, notice how much the commercials emphasize looks. Notice the percentage of ads dealing with clothing, diet, exercise, and overall physical attractiveness. Hollywood says, “Blandness is out and beauty is in.” This influences our perception of our worth.

What can make it even more difficult is the realization that others also judge our worth by our appearance. Recently, I read a business article that stated, “Our physical attractiveness helps determine our income.” For example, the research reported in that article showed the discrepancies between the salaries of men 6'2" and 5'10". The taller men consistently received higher salaries. Like it or not, physical appearance (and one’s perception of it) impacts a person’s attitude.

MARRIAGE, FAMILY, AND JOB— OUR SECURITY AND STATUS

New influences begin to affect our attitude as we approach our mid-twenties. It is during this time that most people start a career. They also often get married. That means another person influences our perspective.

When I speak on attitudes, I always emphasize the need to surround ourselves with positive people. One of the saddest comments that I often receive comes from someone who tells me their marriage partner is negative and doesn’t want to change. To a certain extent, when the negative mate does not want to change, the positive one is imprisoned by negativism. In such situations I advise the couple to remember their spouse as the person they loved in their courtship days. Their marriage will improve if each other’s weaknesses are not emphasized. But many end up in divorce court because the strengths are ignored. The partners go from expecting the best to expecting the worst, from building on strengths to focusing on weaknesses.

All of the factors I’ve mentioned go into the “mix” of attitude. They have impacted who you are and those whom you lead. But remember this: whether you are eleven, forty-two, or sixty-five, your attitude toward life is *still* under construction. It’s never too late for a person to change his attitude. And that’s the

subject of the next chapter.

T.I.P. MORNING MOTIVATIONAL

CHAPTER 3: WHAT SHAPES A PERSON'S ATTITUDE?

Instructions:

1. Read the Morning Motivational for the day (approximately 10 minutes).
2. Underline key words—especially words you do not understand.
3. Try to guess the meaning of the words you do not understand. Do not use a dictionary (electronic or otherwise).
4. Read the questions below. Write notes (not sentences) for discussion later on.
5. Find a partner, and then begin the discussion. There is no need to finish all the questions.

Discussion:

1. In your own words, summarize the article and tell it to your partner.
2. Share with your partner the idea you liked best in the article.
3. The author says, “A lot goes into an attitude—but a lot more comes out of it!”? What do you think he means?
4. What are the stages of development and factors that impact development, and why?
5. Do you agree or disagree that the environment is a greater controlling factor in our attitude development than our personality or other inherited traits?
6. In your culture how do you interpret this American proverb: “Sticks and stones will break my bones, but words will never hurt me.” Explain how you feel when you remember an event when “words” hurt you.
7. “The truth is, people don’t care how much you know until they know how much you care!” What do you think and feel about this statement?
8. In what part of your life do you want to be a winner and why? Remember: how we see ourselves reflects how others see us.
9. If there is time, go to the vocabulary words you underlined because you were not sure of the meaning. Try to guess the meaning and share it with your partner.

CAN AN ATTITUDE BE CHANGED?

The key to having a good attitude is the willingness to change.

We are either the masters or the victims of our attitudes. It is a matter of personal choice. Who we are today is the result of choices we made yesterday. Tomorrow we will become what we choose today. To change means to choose to change.

I'm told that in northern Canada there are just two seasons: winter and July. When the back roads begin to thaw, they become muddy. Vehicles going into the backwoods country leave deep ruts that become frozen when cold weather returns. For those entering remote areas during the winter months, there are signs that read, "Driver, please choose carefully which rut you drive in, because you'll be in it for the next twenty miles."

Some people seem to feel stuck in their current attitudes, like a car in a twenty-mile rut. However, attitude is not permanent. If you're not happy with yours, know that you can change it. If someone you lead has a bad attitude, then you can help them to change—but only if they truly want to change. Anyone can become the kind of positive person for whom life is a joy and every day is filled with potential if they genuinely desire to.

If you want to have a great attitude, then make the following choices:

CHOICE #1:

EVALUATE YOUR PRESENT ATTITUDE

The process begins with knowing where you're starting from. Evaluating your present attitude will take some time. If possible, try to separate yourself from your attitude. The goal of this exercise is not to see the "bad you" but a "bad attitude" that keeps you from being a more fulfilled person. You can make key changes only when you identify the problem.

When he sees a logjam, the professional logger climbs a tall tree and locates a key log, blows that log free, and lets the stream do the rest. An amateur would

start at the edge of the jam and move all the logs, eventually moving the key log. Obviously, both methods will get the logs moving, but the professional does his work more quickly and effectively.

To find the key “logs” in your attitude, use the following evaluation process (and write your answers in a journal or someplace where you can later refer back to them):

- *Identify Problem Feelings:* What attitudes make you feel the most negative about yourself? Usually feelings can be sensed before the problem is clarified.
- *Identify Problem Behavior:* What attitudes cause you the most problems when dealing with others?
- *Identify Problem Thinking:* We are the sum of our thoughts. “As a man thinks within himself, so he is.”¹ What thoughts consistently control your mind? Although this is the beginning step in correcting attitude problems, these are not as easy to identify as the first two.
- *Clarify Truth:* In order to know how to change, you need to examine your feelings in light of truth. If you are a person of faith, then use the Scriptures. What do they tell you about how your attitude should be?
- *Secure Commitment:* At this stage, “What must I do to change?” turns into “I must change.” Remember, the choice to change is the one decision that must be made, and only you can make it.
- *Plan and Carry Out Your Choice:* Act on your decision immediately and repeatedly.

CHOICE #2: REALIZE THAT FAITH IS STRONGER THAN FEAR

The only thing that will guarantee the success of a difficult or doubtful undertaking is faith from the beginning that you can do it. Philosopher William James said, “The greatest discovery of my generation is that people can alter their lives by altering their attitudes of mind.” Change depends on your frame of mind. Believe that you can change. Ask your friends and colleagues to encourage you at every opportunity. And if you are a person of faith, ask for God’s help. He knows your problems, and he is willing and able to help you overcome them.

CHOICE #3:

WRITE A STATEMENT OF PURPOSE

When I was a boy, my father decided to build a basketball court for my brother and me. He made a cement driveway, put a backboard on the garage and was just getting ready to put up the basket when he was called away on an emergency. He promised to put up the hoop as soon as he returned. *No problem*, I thought. *I have a brand-new Spalding ball and a new cement driveway on which to dribble it.* For a few minutes I bounced the ball on the cement. Soon that became boring, so I took the ball and threw it up against the backboard—once. I let the ball run off the court and didn't pick it up again until Dad returned to put up the rim. Why? It's no fun playing basketball without a goal. The joy is in having something to aim for.

In order to have fun and direction in changing your attitude, you must establish a clearly stated goal. This goal should be as specific as possible, written out and signed, with a time frame attached to it. The purpose statement should be placed in a visible spot where you see it several times a day to give you reinforcement.

You will attain this goal if each day you do three things:

1. Write specifically what you desire to accomplish each day.

The biblical story of David's encounter with Goliath is a fine illustration of faith and how it may overcome insurmountable odds with seemingly inadequate resources. But one thing perplexed me when I first began to study David's life. Why did he pick five stones for his sling on his way to encounter Goliath? The longer I pondered, the more perplexed I became. Why five stones? There was only one giant. Choosing five stones seemed to be a flaw in his faith. Did he think he was going to miss and that he would have four more chances? Some time later I was reading in 2 Samuel, and I got the answer. Goliath had four sons, so that means there were five giants. In David's reckoning, there was one stone per giant! Now that is what I mean about being specific in our faith.

What are the giants you must slay to make your attitude what it needs to be? What resources will you need? Don't be overcome with frustration when you see the problems. Take one giant at a time. Military strategists teach their armies to fight one front at a time. Settle which attitude you want to tackle at this time. Write it down. As you successfully begin to win battles, write them down. And spend time reading about past victories because it will encourage you.

2. Verbalize to an encouraging friend what you want to accomplish

each day.

Belief is inward conviction; faith is outward action. You will receive both encouragement and accountability by verbalizing your intentions. One of the ways people resolve a conflict is to verbalize it to themselves or someone else. This practice is also vital in reaching your desired attitudes.

I know successful salesmen who repeat this phrase out loud fifty times each morning and fifty times each evening: "I can do it." Continually saying positive statements helps them believe in themselves and causes them to act on that belief. Start this process by changing your vocabulary. Here are some suggestions:

ELIMINATE THESE WORDS
COMPLETELY

1. I can't
2. If
3. Doubt
4. I don't think
5. I don't have the time
6. Maybe
7. I'm afraid of
8. I don't believe
9. (minimize) I
10. It's impossible

MAKE THESE WORDS A PART OF
YOUR VOCABULARY

1. I can
2. I will
3. Expect the best
4. I know
5. I will make the time
6. Positively
7. I am confident
8. I do believe
9. (promote) You
10. All things are possible

3. Take action on your goal each day.

The difference between a wise man and a foolish one is his response to what he already knows: A wise man follows up on what he hears while a foolish man knows but does not act. To change, you must take action. And while you're at it, do something positive for someone else too. Nothing improves a person's outlook like unselfish service to someone with a greater need than their own.

CHOICE #4:

HAVE THE DESIRE TO CHANGE

No choice will determine the success of your attitude change more than desiring to change. When all else fails, desire alone can keep you heading in the

right direction. Many people have climbed over insurmountable obstacles to make themselves better when they realized that change is possible if they want it badly enough. Let me illustrate.

While hopping about one day, a frog happened to slip into a very large pothole along a country road. All of his attempts at jumping out were in vain. Soon a rabbit came upon the frog trapped in the hole and offered to help him out. He, too, failed. After various animals from the forest made three or four gallant attempts to help the poor frog out, they finally gave up. "We'll go back and get you some food," they said. "It looks like you're going to be here a while." However, not long after they took off to get food, they heard the frog hopping along after them. They couldn't believe it! "We thought you couldn't get out!" they exclaimed. "Oh, I couldn't," replied the frog. "But you see, there was a big truck coming right at me, and I had to."

It is when we "have to get out of the potholes of life" that we change. As long as we have acceptable options, we will not change. The truth is that most people are more comfortable with old problems than new solutions. They respond to their needs for a turnaround in life like the Duke of Cambridge, who once said, "Any change, at any time, for any reason, is to be deplored." People who believe that nothing should ever be done for the first time never see anything done.

People can change, and that is the greatest motivation of all. Nothing sparks the fires of desire more than the sudden realization that you do not have to stay the same. Fall in love with the challenge of change and watch the desire to change grow. That's what happened to Aleida Huissen, seventy-eight, of Rotterdam, Netherlands. She had been a smoker for fifty years, and for fifty years she tried to give up the habit. But she was unsuccessful. Then Leo Jensen, seventy-nine, proposed marriage and refused to go through with the wedding until Aleida gave up smoking. Aleida says, "Willpower never was enough to get me off the habit. Love did it."

My life is dedicated to helping others reach their potential. I suggest that you follow the advice of Mark Twain, who said, "Take your mind out every now and then and dance on it. It is getting all caked up." It was his way of saying, "Get out of that rut." Too many times we settle into a set way of thinking and accept limitations that need not be placed upon us. Embrace change, and it will change you.

CHOICE #5:
LIVE ONE DAY AT A TIME

Any person can fight the battle for just one day. It is only when you and I add the burdens of those two awful eternities, yesterday and tomorrow, that we tremble. It is not the experiences of today that drive people to distraction; it is the remorse or bitterness for something that happened yesterday and the dread of what tomorrow may bring. Let us therefore live but one day at a time—today!

CHOICE #6:
CHANGE YOUR THOUGHT PATTERNS

That which holds our attention determines our actions. We are where we are and what we are because of the dominating thoughts that occupy our minds. Take a look at this syllogism. It emphasizes the power of our thought life:

MAJOR PREMISE: We can control our thoughts.

MINOR PREMISE: Our feelings come from our thoughts.

CONCLUSION: We can control our feelings by learning to change how we think.

It is that simple. Our feelings come from our thoughts. Therefore, we can change them by changing our thought patterns.

Our thought life, not our circumstances, determines our happiness. Often I see people who are convinced that they will be happy when they attain a certain goal. When they reach the goal, many times they do not find the fulfillment they anticipated. The secret to staying on an even keel? Fill your mind with good thoughts. The apostle Paul advised, “Whatever things are true, whatever things are noble . . . whatever things are of good report, if there is any virtue and if there is anything praiseworthy—meditate on these things.”² He understood that the things that hold our attention determine our action.

CHOICE #7:
DEVELOP GOOD HABITS

An attitude is nothing more than a habit of thought. The process for developing habits—good or bad—is the same. It is as easy to form the habit of succeeding as it is to succumb to the habit of failure.

Habits aren’t instincts; they’re acquired actions or reactions. They don’t just happen; they are caused. Once the original cause of a habit is determined, it is within your power to accept or reject it. Most people allow their habits to control

them. When those habits are hurtful, they negatively impact their attitudes.
The following steps will assist you in changing bad habits into good ones:

STEP #1: List your bad habits.

STEP #2: What was the original cause?

STEP #3: What are the supporting causes?

STEP #4: Determine a positive habit to replace the bad one.

STEP #5: Think about the good habit, its benefits and results.

Step #6: Take action to develop this habit.

STEP #7: Daily act upon this habit for reinforcement.

STEP #8: Reward yourself by noting one of the benefits from your good habit.

CHOICE #8: CONTINUALLY CHOOSE TO HAVE A RIGHT ATTITUDE

Once you make the choice to possess a good attitude, the work has only just begun. After that comes a life of continually deciding to grow and maintaining the right outlook. Attitudes have a tendency to revert back to their original patterns if they are not carefully guarded and cultivated.

As you work to improve your attitude or to help the attitude of someone you lead, recognize that there are three stages of change where a person must deliberately choose the right attitude:

- *Early Stage:* The first few days are always the most difficult. Old habits are hard to break. You must continually be on guard mentally to take the right action.
- *Middle Stage:* The moment good habits begin to take root, options open that bring on new challenges. During this stage, new habits will form that

can be good or bad. The good news is that the more right choices and habits you develop, the more likely other good habits will be formed.

- *Later Stage:* In the later stage, complacency is the enemy. We all know someone (perhaps us) who lost weight only to fall back into old eating habits and gain it back. Don't let down your guard until the change is complete. And even then, be vigilant and make sure you don't fall into old negative habits.

You are the only one who can determine what you will think and how you will act. And that means you can make your attitude what you want it to be. But even if you succeed and become a positive person, that won't shield you from negative experiences. How does a positive person deal with obstacles and remain upbeat? To find the answer to that question, read the next chapter.

T.I.P. MORNING MOTIVATIONAL

CHAPTER 4: CAN AN ATTITUDE BE CHANGED?

Instructions:

1. Read the Morning Motivational for the day (approximately 10 minutes).
2. Underline key words—especially words you do not understand.
3. Try to guess the meaning of the words you do not understand. Do not use a dictionary (electronic or otherwise).
4. Read the questions below. Write notes (not sentences) for discussion later on.
5. Find a partner, and then begin the discussion. There is no need to finish all the questions.

Discussion:

1. In your own words, summarize the article and tell it to your partner.
2. Share with your partner the idea you liked best in the article.
3. What does it mean that we are either the “masters” or “victims” of our attitudes?
4. How do you evaluate your present attitude? Please use the six-step plan beginning with identifying your feelings, and ending with plan and carry out your choice.
5. Find the “logs” in your attitude. Use the six-step evaluation process and commit to removing the logjam.
6. Philosopher, William James stated, “The greatest discovery of my generation is that people can alter their lives by altering their attitudes of mind.” Discuss this with your partner.
7. There are “8 Choices” in Chapter 4. Which choice would help you to have a great attitude and why?
8. Discuss with your partner why you should live one day at a time.
9. Do you agree or disagree that the things that hold our attention determine our actions? Why?
10. If there is time, go to the vocabulary words you underlined because you were not sure of the meaning. Try to guess the meaning and share it with

your partner.

PART III

THE FUTURE WITH THE RIGHT ATTITUDE

WHAT IS SUCCESS? (PART I)

Attitude determines how far you can go on the success journey.

Do you want to be successful? The problem for most people who want to be successful is not that they can't achieve success. The main obstacle for them is that they misunderstand success. They don't have the right attitude about it. Maltbie D. Babcock said, "One of the most common mistakes and one of the costliest is thinking that success is due to some genius, some magic, something or other which we do not possess."

What is success? What does it look like? Most people have a vague picture of what it means to be a successful person that looks something like this:

The wealth of Bill Gates,
the physique of Arnold Schwarzenegger,
(or Tyra Banks),
the intelligence of Albert Einstein,
the athletic ability of Michael Jordan,
the business prowess of Donald Trump,
the social grace and poise of Jackie Kennedy,
the imagination of Walt Disney, and
the heart of Mother Teresa.

That sounds absurd, but it's closer to the truth than we would like to admit. Many of us picture success as looking like someone other than who we are. That's the wrong way to think about it. If you tried to become just like even one of these other people, you wouldn't be successful. You would be a bad imitation of them, and you would eliminate the possibility of becoming the person you were meant to be.

THE WRONG ATTITUDE ABOUT SUCCESS

Even if you avoid the trap of thinking that success means being like some

other person, you might still have a wrong attitude toward success. Many people wrongly equate it with achievement of some sort, with arriving at a destination or attaining a goal. Here are several of the most common misconceptions about success:

Wealth

Probably the most common misunderstanding about success is that it's the same as having money. A lot of people believe that if they accumulate wealth, they will be successful. But wealth doesn't eliminate current problems, and it introduces many new ones. If you don't believe that, look at the lives of lottery winners. Wealth does not bring contentment or success.

A Special Feeling

Another common misconception is that people have achieved success when they feel successful or happy. But trying to *feel* successful is probably even more difficult than trying to become wealthy. The continual search for happiness is a primary reason that so many people are miserable. If you make happiness your goal, you are almost certainly destined to fail. You will be on a continual roller coaster, changing from successful to unsuccessful with every mood change. Life is uncertain, and emotions aren't stable. Happiness simply cannot be relied upon as a measure of success.

Specific and Worthwhile Possessions

Think back to when you were a kid. Chances are that there was a time when you wanted something badly, and you believed that if you possessed that thing, it would make a significant difference in your life. When I was nine years old, it was a burgundy-and-silver Schwinn bicycle, which I received for Christmas. But I soon discovered that it didn't bring me the success or long-term contentment that I hoped for and expected.

That process has repeated itself in my life. I found that success didn't come when I became a starter on my high school basketball team, when I became the student body president in college, or when I bought my first house. It has never come as the result of possessing something I wanted. Possessions are at best a temporary fix. Success cannot be attained or measured that way.

Power

Charles McElroy once joked, "Power is usually recognized as an excellent short-term antidepressant." That statement contains a lot of truth because power

often gives the appearance of success, but even then, it's only temporary.

You've probably heard before the quote from English historian Lord Acton: "Power tends to corrupt and absolute power corrupts absolutely." Abraham Lincoln echoed that belief when he said, "Nearly all men can stand adversity, but if you want to test a man's character, give him power." Power really is a test of character. In the hands of a person of integrity, it is of tremendous benefit; in the hands of a tyrant, it causes terrible destruction. By itself, power is neither positive nor negative. And it is not the source of security or success. Besides, all dictators—even benevolent ones—eventually lose power.

Achievement

Many people have what I call "destination disease." They believe that if they can arrive somewhere—attain a position, accomplish a goal, or have a relationship with the right person—they will be successful. At one time I had a similar view of success. I defined it as the progressive realization of a predetermined worthwhile goal. But over time I realized that the definition fell short of the mark. Success isn't a list of goals to be checked off one after another. It's not reaching a destination. Success is a journey.

T.I.P. MORNING MOTIVATIONAL

CHAPTER 7: WHAT IS SUCCESS? (PART 1)

Instructions:

1. Read the Morning Motivational for the day (approximately 10 minutes).
2. Underline key words—especially words you do not understand.
3. Try to guess the meaning of the words you do not understand. Do not use a dictionary (electronic or otherwise).
4. Read the questions below. Write notes (not sentences) for discussion later on.
5. Find a partner, and then begin the discussion. There is no need to finish all the questions.

Discussion:

1. In your own words, summarize the article and tell it to your partner.
2. Share with your partner the idea you liked best in the article.
3. How do you define success? What does it look like? Do you picture success as looking like someone other than who you are?
4. What are the five misunderstandings about success? Which one does the author say is probably the most common misunderstanding about success?
5. The author says, “Trying to feel successful is probably even more difficult than trying to become wealthy. The continual search for happiness is a primary reason that so many people are miserable.” Do you agree? Discuss this with your partner.
6. When you were a kid, was there a time when you wanted something badly and you believed that if you possessed that thing, it would make a significant difference in your life? What was it? Did you ever get it? If so, did it make you happy?
7. Charles McElroy once joked, “Power is usually recognized as an excellent short-term antidepressant.” What did he mean? Discuss with your partner. Can you guess?
8. If there is time, go to the vocabulary words you underlined because you

were not sure of the meaning. Try to guess the meaning and share it with your partner.

9. If there is still time, read the article out loud together.

WHAT IS SUCCESS? (PART I)

THE RIGHT ATTITUDE ABOUT SUCCESS

If success is a journey, how do you get started? What does it take to be successful? Two things are required: the right attitude toward success and the right principles for getting there. Once you redefine success as a journey, you can maintain the right attitude toward it. Then you're ready to start the process. The results may be as unique as each individual, but the process is the same for everyone. Here is my definition of success:

*Success is . . .
Knowing your purpose in life,
Growing to reach your maximum potential, and
Sowing seeds that benefit others.*

When you think of success in this way, you can see why it must be seen as a journey rather than a destination. No matter how long you live or what you decide to do in life, as long as you have the right attitude about it, you will never exhaust your capacity to grow toward your potential or run out of opportunities to help others. When you see success as a journey, you'll never have the problem of trying to "arrive" at an elusive final destination. And you'll never find yourself in a position where you have accomplished some final goal, only to discover that you're still unfulfilled and searching for something else to do.

To get a better handle on these aspects of success, let's take a look at each one of them:

KNOWING YOUR PURPOSE

Nothing can take the place of knowing your purpose. Millionaire industrialist Henry J. Kaiser, the founder of Kaiser Aluminum as well as the Kaiser-Permanente health care system, said, "The evidence is overwhelming that you

cannot begin to achieve your best unless you set some aim in life.” Or put another way, if you don’t try actively to discover your purpose, you’re likely to spend your life doing the wrong things.

I believe that God created every person for a purpose. According to psychologist Viktor Frankl, “Everyone has his own specific vocation or mission in life. Everyone must carry out a concrete assignment that demands fulfillment. Therein he cannot be replaced, nor can his life be repeated. Thus everyone’s task is as unique as his specific opportunity to implement it.” Each of us has a purpose for which we were created. Our responsibility—and our greatest joy—is to identify it.

Here are some questions to ask yourself to help you identify your purpose:

- *For what am I searching?* All of us have a strong desire buried in our hearts, something that speaks to our deepest thoughts and feelings, something that sets our souls on fire. You only need to find it.
- *Why was I created?* Each of us is different. Think about your unique mix of abilities, the resources available to you, your personal history, and the opportunities around you. If you objectively identify these factors and discover the desire of your heart, you will have done a lot toward discovering your purpose in life.
- *Do I believe in my potential?* If you don’t believe that you have potential, you will never try to reach it. You should take the advice of President Theodore Roosevelt, who said, “Do what you can, with what you have, where you are.” If you do that with your eyes fixed on your life purpose, what else can be expected of you?
- *When do I start?* The answer to that question is NOW.

GROWING TO YOUR POTENTIAL

Novelist H. G. Wells held that wealth, notoriety, place, and power are no measures of success whatsoever. The only true measure of success is the ratio between what we might have been and what we have become. In other words, success comes as the result of growing to our potential.

We have nearly limitless potential, yet too few ever try to reach it. Why? The answer lies in this: We can do *anything*, but we can’t do *everything*. Many people let everyone around them decide their agenda in life. As a result, they never really dedicate themselves to their purpose in life. They become a jack-of-all-trades, master of none—rather than a jack-of-few-trades, focused on one. If that describes you more than you’d like, you’re probably ready to take steps to

make a change. Here are four principles to put you on the road to growing toward your potential:

1. Concentrate on one main goal.

Nobody ever reached her potential by scattering herself in twenty directions. Reaching your potential requires focus.

2. Concentrate on continual improvement.

David D. Glass, chairman of the executive committee of the Wal-Mart board of directors, was once asked whom he admired most. His answer was Wal-Mart founder Sam Walton. He remarked, “There’s never been a day in his life, since I’ve known him, that he didn’t improve in some way.” Commitment to continual improvement is the key to reaching your potential and to being successful.

3. Forget the past.

My friend Jack Hayford, pastor of Church on the Way in Van Nuys, California, commented, “The past is a dead issue, and we can’t gain any momentum moving toward tomorrow if we are dragging the past behind us.”

If you need inspiration, think of other people who overcame seemingly insurmountable obstacles, such as Booker T. Washington, Helen Keller, and Franklin Delano Roosevelt. Each of them overcame incredible odds to achieve great things. And remember, no matter what you’ve faced in the past, you have the *potential* to overcome it.

4. Focus on the future.

Baseball Hall of Famer Yogi Berra declared, “The future isn’t what it used to be.” Although that may be true, it’s still the only place we have to go. Your potential lies ahead of you—whether you’re eight, eighteen, forty-eight, or eighty. You still have room to improve yourself. You can become better tomorrow than you are today. As the Spanish proverb says, “He who does not look ahead remains behind.”

SOWING SEEDS THAT BENEFIT OTHERS

When you know your purpose in life and are growing to reach your maximum potential, you’re well on your way to being a success. But there is one more essential part of the success journey: helping others. Without that aspect, the journey can be a lonely and shallow experience.

It's been said that we make a living by what we get, but we make a life by what we give. Physician, theologian, and philosopher Albert Schweitzer stated it even more strongly: "The purpose of human life is to serve, and to show compassion and the will to help others." For him, the success journey led to Africa where he served people for many years.

For you, sowing seeds that benefit others probably won't mean traveling to another country to serve the poor—unless that is the purpose you were born to fulfill. (And if it is, you won't be satisfied until that's what you're doing.) However, if you're like most people, helping others is something you can do right here at home, whether it's spending more time with your family, developing an employee who shows potential, helping people in the community, or putting your desires on hold for the sake of your team at work. The key is to find your purpose and help others while you're pursuing it. Entertainer Danny Thomas insisted that "all of us are born for a reason, but all of us don't discover why. Success in life has nothing to do with what you gain in life or accomplish for yourself. It's what you do for others."

Having the right view of success can help you keep a positive attitude about yourself and life, no matter what kind of circumstances you find yourself in. And if you can help the people you lead to adopt that same view of success, you can help them to always have hope and to become successful. Why? Because all people— regardless of talent level, education, or upbringing—are capable of knowing their purpose, growing to their maximum potential, and sowing seeds that benefit others. And helping people is what leadership is really all about.

But there's one more truth you need to know if you want to be a successful leader in the area of attitude. And you'll find that in the last chapter.

T.I.P. MORNING MOTIVATIONAL

CHAPTER 7: WHAT IS SUCCESS? (PART 2)

Instructions:

1. Read the Morning Motivational for the day (approximately 10 minutes).
2. Underline key words—especially words you do not understand.
3. Try to guess the meaning of the words you do not understand. Do not use a dictionary (electronic or otherwise).
4. Read the questions below. Write notes (not sentences) for discussion later on.
5. Find a partner, and then begin the discussion. There is no need to finish all the questions.

Discussion:

1. In your own words, summarize the article and tell it to your partner.
2. Share with your partner the idea you liked best in the article.
3. The author describes someone with “destination disease” as a person who believes that if they can arrive somewhere—attain a position, accomplish a goal, or have a relationship with the right person—they will be successful. Have you ever felt like that?
4. The author sees success as a journey and not a destination. How does he define success?
5. What are some questions to ask yourself to help you identify your purpose? Choose one of the questions and discuss your answer with your partner.
6. What are four principles to put you on the road to growing toward your potential?
7. “We make a living by what we get; but we make a life by what we give.” Discuss this with your partner. What does it mean? Do you agree?
8. If there is time, go to the vocabulary words you underlined because you were not sure of the meaning. Try to guess the meaning and share it with your partner.
9. If there is still time, read the article out loud together.

8

HOW CAN A LEADER KEEP CLIMBING?

Leaders have to give up to go up.

Many people today want to climb up the corporate ladder because they believe that freedom and power are the prizes waiting at the top. What they don't realize is that the true nature of leadership is really sacrifice.

Most people will acknowledge that sacrifices are necessary fairly early in a leadership career. People give up many things in order to gain potential opportunities. For example, Tom Murphy began working for General Motors in 1937. But he almost refused the first position he was offered with the company because the one-hundred-dollar-a-month salary barely covered his expenses. Despite his misgivings, he took the job anyway, thinking the opportunity was worth the sacrifice. He was right. Murphy eventually became General Motors' chairman of the board.

Sacrifice is a constant in leadership. It is an ongoing process, not a one-time payment. It's an attitude that any successful leader must maintain. When I look back at my career, I recognize that there has always been a cost involved in moving forward. That's been true for me in the area of finances with every career change I've made since I was twenty-two years old. Any time you know that the step is right, don't hesitate to make a sacrifice.

YOU'VE GOT TO GIVE UP TO GO UP

Leaders who want to rise have to do more than take an occasional cut in pay. They have to give up their rights. As my friend Gerald Brooks says, "When you become a leader, you lose the right to think about yourself." For every person, the nature of the sacrifice may be different. Leaders give up to go up. That's true of every leader regardless of profession. Talk to any leader, and you will find that he has made repeated sacrifices. Usually, the higher that leader has climbed,

the greater the sacrifices he has made.

THE HIGHER YOU GO, THE MORE YOU GIVE UP

Who is the most powerful leader in the world? I'd say it's the president of the United States. More than any other single person, his actions and words make an impact on people, not just in our country, but around the globe. Think about what he must give up to reach the office of president and then to hold that office. His time is no longer his own. He is scrutinized constantly. His family is under tremendous pressure. And as a matter of course, he must make decisions that can cost thousands of people their lives. Even after he leaves office, he will spend the rest of his life in the company of Secret Service agents who protect him from bodily harm.

The greater the leader, the more he must give up. Think about someone like Martin Luther King, Jr. His wife, Coretta Scott King, remarked in *My Life with Martin Luther King, Jr.*, "Day and night our phone would ring, and someone would pour out a string of obscene epithets . . . Frequently the calls ended with a threat to kill us if we didn't get out of town. But in spite of all the danger, the chaos of our private lives, I felt inspired, almost elated."

While pursuing his course of leadership during the civil rights movement, King was arrested and jailed on many occasions. He was stoned, stabbed, and physically attacked. His house was bombed. Yet his vision—and his influence—continued to increase. Ultimately, he sacrificed everything he had. But what he gave up he parted with willingly. In his last speech, delivered the night before his assassination in Memphis, he said,

I don't know what will happen to me now. We've got some difficult days ahead. But it doesn't matter to me now. Because I've been to the mountaintop. I won't mind. Like anybody else, I would like to live a long life. Longevity has its place. But I'm not concerned about that now. I just want to do God's will. And He's allowed me to go up to the mountain. And I've looked over and I've seen the Promised Land. I may not get there with you, but I want you to know tonight that we, as a people, will get to the Promised Land. So I'm happy tonight . . . I'm not fearing any man. "Mine eyes have seen the glory of the coming of the Lord."¹

The next day he paid the ultimate price of sacrifice. King's impact was profound. He influenced millions of people to peacefully stand up against a system and society that fought to exclude them.

What successful people find to be true becomes even clearer to them when they become leaders. There is no success without an attitude of sacrifice. The

higher the level of leadership you want to reach, the greater the sacrifices you will have to make. To go up, you have to give up. That is the true nature of leadership. That is the power of the right attitude.

T.I.P. MORNING MOTIVATIONAL

CHAPTER 8: HOW CAN A LEADER KEEP CLIMBING?

Instructions:

1. Read the Morning Motivational for the day (approximately 10 minutes).
2. Underline key words—especially words you do not understand.
3. Try to guess the meaning of the words you do not understand. Do not use a dictionary (electronic or otherwise).
4. Read the questions below. Write notes (not sentences) for discussion later on.
5. Find a partner, and then begin the discussion. There is no need to finish all the questions.

Discussion:

1. In your own words, summarize the article and tell it to your partner.
2. Share with your partner the idea you liked best in the article.
3. How do you define a “leader” (in your class, your school, or your work unit)?
4. In order to become a leader in your class, your school, or your work unit what are some practical sacrifices you may have to make?
5. What man or woman has been a model or example of sacrifice in your life? What did he or she give up in order to climb higher in leadership?
6. What is the ultimate price of sacrifice? Are you willing to make this? Share with your partner.
7. The author says, “Leaders have to give up to go up.” What do you think the author means?
8. Read out loud together the following: “Many people today want to climb up the corporate ladder, because they believe that freedom and power are the prizes waiting at the top. What they don’t realize is that the true nature of leadership is really sacrifice.” In your experience, why do people want to be leaders?
9. If there is time, go to the vocabulary words you underlined because you were not sure of the meaning. Try to guess the meaning and share it with

your partner.

10. If there is still time, read the article out loud together.

SELECTIONS FROM

THE 21 INDISPENSABLE

QUALITIES OF
A LEADER

BECOMING THE PERSON OTHERS
WILL WANT TO FOLLOW

INTRODUCTION

What makes people want to follow a leader? Why do people reluctantly comply with one leader while passionately following another to the ends of the earth? What separates leadership theorists from successful leaders who lead effectively in the real world? The answer lies in the character qualities of the individual person.

My friend, do you know whether you have what it takes to become a great leader, the kind who attracts people and makes things happen? I mean, if you took the time to really look at yourself deep down, would you find the qualities needed to live out your boldest dreams, the ones so big that you've never shared them with anybody? That's a question each of us must have the courage to honestly ask—and answer—if we want to achieve our real potential.

I've written this book to help you recognize, develop, and refine the personal characteristics needed to be a truly effective leader, the kind people want to follow. If you've already read *The 21 Irrefutable Laws of Leadership*, then you understand that becoming a leader takes time. The Law of Process says that leadership develops daily, not in a day. Part of a leader's development comes from learning the laws of leadership, for those are the tools that teach how leadership works. But understanding leadership and actually doing it are two different activities.

Recently I talked to a friend named Bill Freeman. He is the president of Watkins Associated Industries, Inc., the largest privately owned trucking company in America. Bill is an excellent executive, and like all good leaders, he is continually looking for ways to learn and grow.

"I'm about halfway through your book," he told me, meaning *The 21 Irrefutable Laws of Leadership*. "It's making quite an impact on me." Then he said something that made quite an impact on me. "Let me tell you how I'm going through it," he said. "Each morning I read a chapter of the book. And all through the day, I think about that law. As I work, I look at myself and ask, How am I doing with this leadership law? I watch the people in the office, looking to see whether they practice it. I measure our whole company against it, observing, assessing, reflecting. Every morning it's a different law. It's an eye-opener."

Bill really got my juices flowing. In fact, his comments prompted me to write this book. He is approaching his own leadership development from the inside out, as he should. Leaders are effective because of who they are on the inside—

in the qualities that make them up as people. And to go to the highest level of leadership, people have to develop these traits from the inside out.

After talking to Bill, I took some time to reflect on the characteristics of the best leaders I know, the ones who people really want to follow. I looked for common themes. I talked to other leaders and heard their impressions. And I examined leaders who have impacted history. I settled on a list of 21 qualities possessed by all great leaders. These traits are described and illustrated in this book, meant to be a complementary companion to *The 21 Irrefutable Laws of Leadership*.

As you dive into the book, you may find that you are able to easily breeze through several chapters at a time. You may even be able to knock out the whole book in one sitting. *Don't do it.* *The 21 Indispensable Qualities of a Leader* is designed to be absorbed the same way Bill Freeman approaches a book: strategically and methodically.

I want to encourage you to live with this book for a while. Read a chapter, and then give it some time. Use it to reflect, review, and renew. If the quality you're studying is a weak area in your life, spend some time addressing it before you move on to the next chapter. You may even want to repeat this process several times over the course of a year, cementing each trait into your character.

Everything rises and falls on leadership. And leadership truly develops from the inside out. If you can become the leader you *ought* to be on the *inside*, you will be able to become the leader you *want* to be on the *outside*. People will want to follow you. And when that happens, you'll be able to tackle anything in this world.

CHARACTER:

BE A PIECE OF THE ROCK

Leadership is the capacity and will to rally men and women to a common purpose and the character which inspires confidence.

—Bernard Montgomery,
British Field Marshal

*Never “for the sake of peace and quiet”
deny your own experience or convictions.*

—Dag Hammarskjöld,
Statesman and Nobel Peace Prize Winner

PUTTING IT ALL ON THE LINE

If you’ve traveled through smaller airports or have much experience flying in corporate aircraft, you’ve probably seen or flown in a Lear Jet. I’ve had the opportunity to fly in one a couple of times, and it’s quite an experience. They’re small—capable of carrying only five or six passengers—and very fast. It’s like climbing into a narrow tube with jet engines strapped to it.

I have to admit, the whole experience of riding in a Lear Jet is pretty exhilarating. But by far the most amazing thing to me about it is the time it saves. I’ve traveled literally millions of miles on airlines, and I’m accustomed to long drives to airports, car rental returns, shuttles, terminal congestion, and seemingly endless delays. It can be a nightmare. Flying on a Lear Jet can easily cut travel time in half.

The father of this amazing airplane was a man named Bill Lear. An inventor, aviator, and business leader, Lear held more than 150 patents, including those of the automatic pilot, car radio, and eight-track tapes (you can’t win them all). Lear was a pioneer in his thinking, and in the 1950s, he could see the potential for the manufacture of small corporate jets. It took him several years to make his

dream a reality, but in 1963, the first Lear Jet made its maiden voyage, and in 1964 he delivered his first production jet to a client.

Lear's success was immediate, and he quickly sold many aircraft. But not long after he got his start, Lear learned that two aircraft he'd built had crashed under mysterious circumstances. He was devastated. At that time, fifty-five Lear Jets were privately owned, and Lear immediately sent word to all of the owners to ground their planes until he and his team could determine what had caused the crashes. The thought that more lives might be lost was far more important to him than any adverse publicity that action might generate in the media.

As he researched the ill-fated flights, Lear discovered a potential cause, but he couldn't verify the technical problem on the ground. There was only one sure way to find out whether he had diagnosed the problem correctly. He would have to try to recreate it personally—in the air.

It was a dangerous process, but that's what he did. As he flew the jet, he nearly lost control and almost met the same fate as the other two pilots. But he did manage to make it through the tests, and he was able to verify the defect. Lear developed a new part to correct the problem and fitted all fifty-five planes with it, eliminating the danger.

Grounding the planes cost Lear a lot of money. And it planted seeds of doubt in the minds of potential customers. As a result, he needed two years to rebuild the business. But Lear never regretted his decision. He was willing to risk his success, his fortune, and even his life to solve the mystery of those crashes—but not his integrity. And that takes character.

FLESHING IT OUT

How a leader deals with the circumstances of life tells you many things about his character. Crisis doesn't necessarily make character, but it certainly does reveal it. Adversity is a crossroads that makes a person choose one of two paths: character or compromise. Every time he chooses character, he becomes stronger, even if that choice brings negative consequences. As Nobel prize-winning author Alexander Solzhenitsyn noted, "The meaning of earthly existing lies, not as we have grown used to thinking, in prospering, but in the development of the soul." The development of character is at the heart of our development not just as leaders, but as human beings.

What must every person know about character?

1. Character Is More than Talk

Anyone can say that he has integrity, but action is the real indicator of character. Your character determines who you are. Who you are determines what you see. What you see determines what you do. That's why you can never separate a leader's character from his actions. If a leader's actions and intentions are continually working against each other, then look to his character to find out why.

2. Talent Is a Gift, but Character Is a Choice

We have no control over a lot of things in life. We don't get to choose our parents. We don't select the location or circumstances of our birth and upbringing. We don't get to pick our talents or IQ. But we do choose our character. In fact, we create it every time we make choices—to cop out or dig out of a hard situation, to bend the truth or stand under the weight of it, to take the easy money or pay the price. As you live your life and make choices today, you are continuing to create your character.

3. Character Brings Lasting Success with People

True leadership always involves other people. (As the leadership proverb says, if you think you're leading and no one is following you, then you're only taking a walk.) Followers do not trust leaders whose character they know to be flawed, and they will not continue following them.

4. Leaders Cannot Rise Above the Limitations of Their Character

Have you ever seen highly talented people suddenly fall apart when they achieved a certain level of success? The key to that phenomenon is character. Steven Berglas, a psychologist at Harvard Medical School and author of *The Success Syndrome*, says that people who achieve great heights but lack the bedrock character to sustain them through the stress are headed for disaster. He believes they are destined for one or more of the four A's: *arrogance*, painful feelings of *aloneness*, destructive *adventure-seeking*, or *adultery*. Each is a terrible price to pay for weak character.

REFLECTING ON IT

If you've found yourself being sucked in by one of the four A's that Berglas identifies, call a time-out. Do what you must to step away from some of the stress of your success, and seek professional help. Don't think that the valley you're in will pass with time, more money, or increased prestige. Unaddressed

cracks in character only get deeper and more destructive with time.

If you're not struggling in any of these four areas, you should still examine the condition of your character. Ask yourself whether your words and actions match — all the time. When you say you'll finish an assignment, do you always follow through? If you tell your children that you'll make it to their recital or ball game, are you there for it? Can people trust your handshake as they would a legal contract?

As you lead others at home, at work, and in the community, recognize that your character is your most important asset. G. Alan Bernard, president of Mid Park, Inc., stated, "The respect that leadership must have requires that one's ethics be without question. A leader not only stays above the line between right and wrong, he stays well clear of the 'gray areas.'"

BRINGING IT HOME

To improve your character, do the following:

- *Search for the cracks.* Spend some time looking at the major areas of your life (work, marriage, family, service, etc.), and identify anywhere you might have cut corners, compromised, or let people down. Write down every instance you can recall from the past two months.
- *Look for patterns.* Examine the responses that you just wrote down. Is there a particular area where you have a weakness, or do you have a type of problem that keeps surfacing? Detectable patterns will help you diagnose character issues.
- *Face the music.* The beginning of character repair comes when you face your flaws, apologize, and deal with the consequences of your actions. Create a list of people to whom you need to apologize for your actions, then follow through with sincere apologies.
- *Rebuild.* It's one thing to face up to your past actions. It's another to build a new future. Now that you've identified any areas of weakness, create a plan that will prevent you from making the same mistakes again.

DAILY TAKE-AWAY

A man took his young daughter to a carnival, and she immediately ran over to a booth and asked for cotton candy. As the attendant handed her a huge ball of it, the father asked, "Sweetheart, are you sure you can eat all that?"

“Don’t worry, Dad,” she answered, “I’m a lot bigger on the inside than on the outside.”

That’s what real character is—being bigger on the inside.

T.I.P. MORNING MOTIVATIONAL

CHAPTER 1—CHARACTER: BE A PIECE OF THE ROCK

Instructions:

1. Read the Morning Motivational for the day (approximately 10 minutes).
2. Underline key words—especially words you do not understand.
3. Try to guess the meaning of the words you do not understand. Do not use a dictionary (electronic or otherwise).
4. Read the questions below. Write notes (not sentences) for discussion later on.
5. Find a partner, and then begin the discussion. There is no need to finish all the questions.

Discussion:

1. In your own words, summarize the article and tell it to your partner.
2. Share with your partner the idea you liked best in the article.
3. Dag Hammarskjöld said, “Never ‘for the sake of peace and quiet’ deny your own experience or conviction.” Tell your partner what this statement means to you.
4. Retell the story of the development of the Lear jet and its inventor in your own words.
5. What does it mean to “ground” a plane? Why did Bill Lear ground fifty-five of the planes he had sold? What did he do to solve the problem with the planes? Would you have handled the situation in the same way that Bill Lear did? Why or why not?
6. Discuss the meaning of the author’s words, “Crisis doesn’t necessarily make character, but it certainly does reveal it. Adversity is a crossroads that makes a person choose one of two paths: character or compromise.”
7. Read out loud with your partner the four things every person must know

about “character.” Tell your partner which one you think is most important and why?

8. Read out loud together G. Alan Bernard’s statement and tell each other what he means by “gray areas.”
9. “The respect that leadership must have requires that one’s ethics be without question. A leader not only stays above the line between right and wrong, he stays well clear of the ‘gray areas.’”
10. If there is time, go to the vocabulary words you underlined because you were not sure of the meaning. Try to guess the meaning and share it with your partner.
11. If there is still time, read the article out loud together.

COMMITMENT:

IT SEPARATES DOERS FROM DREAMERS

*People do not follow uncommitted leaders.
Commitment can be displayed in a full range of
matters to include the work hours you choose to maintain,
how you work to improve your abilities, or what you
do for your fellow workers at personal sacrifice.*

—Stephen Gregg,
Chairman and CEO of Ethix Corp.

*He who has done his best
for his own time has lived for all times.*

—Johann von Schiller, Playwright

OLD BEFORE HIS TIME

A couple of years ago, my wife, Margaret, and I had the opportunity to vacation in Italy. Our two greatest priorities were food and art. To find the finest food, we talked to friends who had been there. To see the finest artwork, we enlisted the help of a fantastic guide who is a buyer for New York's Metropolitan Museum of Art. During that tour we saw many great pieces of artwork. But none struck me the way Michelangelo's *David* did. That's when I understood why it is called a masterpiece.

Michelangelo lived an incredible life. Possibly the greatest artist of Western civilization—and certainly the most influential—he was born to sculpt. He once said that when he drank his wet nurse's milk as a baby, along with it came a love for the stonecutter's tools. He sculpted his first mature masterpiece at age twenty-one. He completed his *Pietà* and *David* before age thirty.

In his early thirties, Michelangelo was summoned to Rome by Pope Julius II to sculpt a magnificent papal tomb, but was then asked to work on a painting

project instead. At first Michelangelo wanted to refuse, having no desire to paint a dozen figures on the ceiling of a small chapel in the Vatican. Though as a boy he had been trained to paint, his passion was sculpture. But when the pope pressed him, he reluctantly accepted the assignment.

Scholars believe Michelangelo's rivals pushed for him to get the job, hoping he would refuse it and lose favor with the pope, or take it and discredit himself. But once Michelangelo accepted the assignment, he thoroughly committed himself to it, expanding the project from a simple depiction of the twelve apostles to include more than four hundred figures and nine scenes from the book of Genesis.

For four grueling years, the artist lay on his back painting the ceiling of the Sistine Chapel. And he paid a great price. The work permanently damaged his eyesight and wore him down. Michelangelo said, "After four tortured years, more than four hundred over-life-sized figures, I felt as old and as weary as Jeremiah. I was only thirty-seven, yet friends did not recognize the old man I had become."

The impact of Michelangelo's commitment was far-reaching. He pleased his benefactor, the pope, and received other commissions from the Vatican. But more important, he made a huge impact in the artistic community. His Sistine Chapel frescoes were so boldly painted, so original, so exquisitely executed that they caused many fellow artists, including the gifted painter Raphael, to alter their style. Art historians maintain that Michelangelo's masterpiece forever changed the course of painting in Europe. And it laid a foundation for his equally important impact on sculpture and architecture.

Undoubtedly Michelangelo's talent created the potential for greatness, but without commitment, his influence would have been minimal. That level of commitment could be seen in his attention to the fine details as well as the overarching vision. When asked why he was working so diligently on a dark corner of the Sistine Chapel that no one would ever see, Michelangelo's simple reply was, "God will see."

FLESHING IT OUT

The world has never seen a great leader who lacked commitment. Ed McElroy of USAir spoke of its importance: "Commitment gives us new power. No matter what comes to us—sickness, poverty, or disaster—we never turn our eye from the goal."

What is commitment? To each person, it means something different:

- *To the boxer*, it's getting off the mat one time more than you've been knocked down.
- *To the marathoner*, it's running another ten miles when your strength is gone.
- *To the soldier*, it's going over the hill, not knowing what's waiting on the other side.
- *To the missionary*, it's saying good-bye to your own comfort to make life better for others.
- *To the leader*, it's all that and more because everyone you lead is depending on you.

If you want to be an effective leader, you have to be committed. True commitment inspires and attracts people. It shows them that you have conviction. They will believe in you only if you believe in your cause. As the Law of Buy-In states, people buy into the leader, then the vision.

What is the true nature of commitment? Take a look at three observations.

1. Commitment Starts in the Heart

Some people want everything to be perfect before they're willing to commit themselves to anything. But commitment always precedes achievement. I am told that in the Kentucky Derby, the winning horse effectively runs out of oxygen after the first half mile, and he goes the rest of the way on heart. That's why all great athletes recognize its importance. NBA legend Michael Jordan explains that "heart is what separates the good from the great." If you want to make a difference in *other* people's lives as a leader, look into your *heart* to see if you're really committed.

2. Commitment Is Tested by Action

It's one thing to talk about commitment. It's another to do something about it. The only *real* measure of commitment is action. Arthur Gordon acknowledged, "Nothing is easier than saying words. Nothing is harder than living them day after day."

Someone told me about a newly elected judge who had won office in a special county election. During his acceptance speech, he said, "I wish to thank the 424 people who promised to vote for me. I wish to thank the 316 people who said that they did vote for me. I wish to thank the 47 people who came out last Thursday to vote, and I wish to thank the 26 folks who actually did vote for me." How are you doing when it comes to following through on your commitments?

3. Commitment Opens the Door to Achievement

As a leader, you will face plenty of obstacles and opposition—if you don’t already. And there will be times when commitment is the only thing that carries you forward. David McNally commented, “Commitment is the enemy of resistance, for it is the serious promise to press on, to get up, no matter how many times you are knocked down.” If you want to get anywhere worthwhile, you must be committed.

REFLECTING ON IT

When it comes to commitment, there are really only four types of people:

1. *Cop-outs*. People who have no goals and do not commit.
2. *Holdouts*. People who don’t know if they can reach their goals, so they’re afraid to commit.
3. *Dropouts*. People who start toward a goal but quit when the going gets tough.
4. *All-outs*. People who set goals, commit to them, and pay the price to reach them.

What kind of person are you? Have you been reaching your goals? Are you achieving all that you believe you can? Do people believe in you and follow you readily? If your answer to any of these questions is no, the problem may be your level of commitment.

BRINGING IT HOME

To improve your commitment, do the following:

- *Measure it*. Sometimes we think we are committed to something, yet our actions indicate otherwise. Take out your calendar and your checkbook register. Spend a few hours tallying up how you spend your time and where you spend your money. Look at how much time you spend at work, in service, with family, in health and recreation activities, and so forth. Figure out how much money you spent on living expenses, entertainment, personal development, and giving. All these things are true measures of your commitment. You may be surprised by what you find.
- *Know what’s worth dying for*. One of the questions every leader must ask

himself is, What am I willing to die for? If it came down to it, what in life would you not be able to stop doing, no matter what the consequences were? Spend some time alone meditating on that thought. Write down what you discover. Then see if your actions match your ideals.

- *Use the Edison method.* If taking the first step toward commitment is a problem, try doing what Thomas Edison did. When he had a good idea for an invention, he would call a press conference to announce it. Then he'd go into his lab and invent it. Make your plans public, and you might be more committed to following through with them.

DAILY TAKE-AWAY

Former pro basketball player Bill Bradley attended a summer basketball camp at age fifteen conducted by “Easy” Ed Macauley. During that camp, Macauley made a statement that changed Bradley’s life: “Just remember that if you’re not working at your game to the utmost of your ability, there will be someone out there somewhere with equal ability. And one day you’ll play each other, and he’ll have the advantage.” How do you measure up against that standard?

T.I.P. MORNING MOTIVATIONAL

CHAPTER 3—COMMITMENT:
IT SEPARATES DOERS FROM DREAMERS

Instructions:

1. Read the Morning Motivational for the day (approximately 10 minutes).
2. Underline key words—especially words you do not understand.
3. Try to guess the meaning of the words you do not understand. Do not use a dictionary (electronic or otherwise).
4. Read the questions below. Write notes (not sentences) for discussion later on.
5. Find a partner, and then begin the discussion. There is no need to finish all the questions.

Discussion:

1. In your own words, summarize the article and tell it to your partner.
2. Share with your partner the idea you liked best in the article.
3. According to Stephen Gregg, “Commitment can be displayed in a full range of matters . . .” He mentions three. What are they?
4. Take turns telling your partner about the life and work of Michelangelo. What job did he accept that took four “grueling” years to complete? What does “grueling” mean? What personal cost did Michelangelo pay to do this masterful work?
5. What have art historians said about the impact of Michelangelo’s masterpiece? The author says, “Without commitment, his influence would have been minimal. That level of commitment could be seen in his attention to the fine detail as well as the overarching vision.” Whom do you admire as a person of commitment? Who has influenced your life and why?
6. List three observations as to the nature of true commitment.
7. Define in your own words the four types of people: “cop-outs, holdouts, dropouts, and all-outs.” What kind of person are you?
8. How does the author suggest one can improve their commitment? Can

you use the “Edison method” to improve your commitment toward speaking English? How?

9. If there is time, go to the vocabulary words you underlined because you were not sure of the meaning. Try to guess the meaning and share it with your partner.
10. If there is still time, read the article out loud together.

COMMUNICATION:

WITHOUT IT YOU TRAVEL ALONE

Developing excellent communication skills is absolutely essential to effective leadership. The leader must be able to share knowledge and ideas to transmit a sense of urgency and enthusiasm to others. If a leader can't get a message across clearly and motivate others to act on it, then having a message doesn't even matter.

—Gilbert Amelio, President and CEO of National Semiconductor Corp.

Educators take something simple and make it complicated. Communicators take something complicated and make it simple.

—John C. Maxwell

A GREAT COMMUNICATOR IN ALL CIRCUMSTANCES

Many American presidents have made an impact on our country as great communicators. John F. Kennedy, Franklin D. Roosevelt, and Abraham Lincoln come to mind as outstanding examples. But only one president in our lifetime was called the Great Communicator, and that was Ronald Reagan.

Flashes of Reagan's talent for communication revealed themselves early in his career. He started out in radio. In his early twenties, Reagan quickly became one of the best-known announcers in the Midwest. He usually announced games live, but occasionally he would simulate the broadcast of a Chicago Cubs game using Western Union reports of each play. During one such game, the wire went dead while Augie Galan was at bat in a tough situation. Reagan deftly kept Galan fouling off pitch after imaginary pitch for *six minutes* until he could pick up the play-by-play again.

Throughout his career, Reagan displayed an uncommon ability to connect and communicate with people. Nowhere was that more evident than during his time leading up to and in the White House. While announcing his run for the presidency in 1980, he cast the vision for his campaign clearly and simply, saying, “At the heart of our message should be five simple familiar words. No big economic theories. No sermons on political philosophy. Just five short words: *family, work, neighborhood, freedom, peace.*”

During his campaign, Reagan successfully debated incumbent Jimmy Carter. The former California governor came across as a relaxed, likable, competent middle American. He won easily. Afterward when asked if he had been nervous debating the president, Reagan answered, “No, not at all. I’ve been on the same stage with John Wayne.”

Whether he was speaking to a group, looking into a camera, or connecting with someone one-on-one, Reagan was able to communicate with maximum effectiveness. Even when he was shot and was being wheeled into the operating room, his goal was to put others at ease. His comment to the surgeons was, “Please assure me that you are all Republicans.”

Reagan was a good executive because he possessed a clear vision, made decisions easily, and delegated very effectively. But he was a great leader because of his uncanny ability to communicate. When it came to leading the country, people knew who he was, where he stood, and what he wanted, and they couldn’t wait to get on board with him. Communication made him the kind of leader that people wanted to follow.

FLESHING IT OUT

Even if you don’t have your sights set on leading the country, as Ronald Reagan did, you still need to possess the ability to communicate. The success of your marriage, job, and personal relationships depends greatly on it. People will not follow you if they don’t know what you want or where you are going.

You can be a more effective communicator if you follow four basic truths.

1. Simplify Your Message

Communication is not just what you say. It’s also how you say it. Contrary to what some educators teach, the key to effective communication is simplicity. Forget about impressing people with big words or complex sentences. If you want to connect with people, keep it simple. Napoleon Bonaparte used to tell his secretaries, “Be clear, be clear, be clear.”

A story about a junior executive gives a blueprint for effective communication. The young man was invited to speak to a large group for the first time, so he approached his mentor for advice about giving a good speech. The older man said, “Write an exciting opening that will grab everybody in your audience. Then you write a dramatic summary and closing that will make the people want to act. Then put them as close together as possible.”

2. See the Person

Effective communicators focus on the people with whom they’re communicating. They know it is impossible to effectively communicate to an audience without knowing something about them.

As you communicate with people—whether individuals or groups—ask yourself these questions: Who is my audience? What are their questions? What needs to be accomplished? And how much time do I have? If you want to become a better communicator, become audience oriented. People believe in great communicators because great communicators believe in people.

3. Show the Truth

Credibility precedes great communication. There are two ways to convey credibility to your audience. First, believe in what you say. Ordinary people become extraordinary communicators when they are fired up with conviction. Field Marshal Ferdinand Foch observed, “The most powerful weapon on earth is the human soul on fire.” Second, live what you say. There is no greater credibility than conviction in action.

4. Seek a Response

As you communicate, never forget that the goal of all communication is action. If you dump a bunch of information on people, you’re not communicating. Every time you speak to people, give them something to feel, something to remember, and something to do. If you’re successful in doing that, your ability to lead others will go to a new level.

REFLECTING ON IT

Danto Manquez Jr., president of MVM, Inc., has spoken to the issue of a leader’s ability to communicate: “A leader must get things done through others, therefore the leader must have the ability to inspire and motivate, guide and direct, and listen. It’s only through communication that the leader is able to

cause others to internalize his or her vision and implement it.”

How do you rate your ability to communicate with others? Is communication a priority for you? Can you inspire and motivate people? Do you express your vision in such a way that your people are able to understand, internalize, and implement it? When you talk to people one-on-one, are you able to connect with them? How about with groups? If you know in your heart that your vision is great, yet people still do not buy into it, your problem may be an inability to communicate effectively.

BRINGING IT HOME

To improve your communication, do the following:

- *Be clear as a bell.* Examine a letter, memo, or other item you’ve recently written. Are your sentences short and direct, or do they meander? Will your readers be able to grasp the words you’ve chosen, or will they have to scramble for a dictionary? Have you used the fewest words possible? To a communicator, your best friends are simplicity and clarity. Write your next piece of communication keeping both in mind.
- *Refocus your attention.* During the coming week, pay attention to your focus when you communicate. Is it on you, your material, or your audience? If it’s not on people, you need to change it. Think about their needs, questions, and desires. Meet people where they are, and you will be a better communicator.
- *Live your message.* Are there any discrepancies between what you communicate and what you do? Talk to a few trustworthy people and ask them whether you are living your message. Your spouse, a mentor, or a close friend may be able to see things that you are blind to. Receive their comments without defensiveness. Then purpose to make changes in your life to be more consistent.

DAILY TAKE-AWAY

On April 7, 1865, President Abraham Lincoln made a burdensome decision, and he needed to communicate it to his general in the field. On it rested all his hopes and the entire weight of his leadership as president. Using all his considerable skill as a communicator, he wrote the following message:

Lieut. Gen. Grant, Gen. Sheridan says, "If the thing is pressed, I think that Lee will surrender."

Let the thing be pressed.

A. Lincoln

The president didn't allow the importance of a piece of communication to complicate its simplicity. Neither should we.

T.I.P. MORNING MOTIVATIONAL

CHAPTER 4—COMMUNICATION:
WITHOUT IT YOU TRAVEL ALONE

Instructions:

1. Read the Morning Motivational for the day (approximately 10 minutes).
2. Underline key words—especially words you do not understand.
3. Try to guess the meaning of the words you do not understand. Do not use a dictionary (electronic or otherwise).
4. Read the questions below. Write notes (not sentences) for discussion later on.
5. Find a partner, and then begin the discussion. There is no need to finish all the questions.

Discussion:

1. In your own words, summarize the article and tell it to your partner.
2. Share with your partner the idea you liked best in the article.
3. What is communication?
4. Do you know much about American presidents? Why do you think many are considered to be good communicators?
5. What are the four basic truths that can make you a better communicator?
6. Which one do you need to work on?
7. Do you think it's important for a communicator to "live his message?" Give an example of how you do this in your life.
8. If there is still time, go to the vocabulary words you underlined because you were not sure of the meaning. Try to guess the meaning and share it with your partner.
9. If there is still time, read the article out loud together.

COURAGE:

ONE PERSON WITH COURAGE
IS A MAJORITY

*Courage is rightly esteemed the
first of human qualities . . . because it is the
quality which guarantees all others.*

—Winston Churchill, British Prime Minister

Courage is fear that has said its prayers.

—Karl Barth, Swiss Theologian

THE ACE OF ACES

What do these three men have in common: the auto racer who set the world speed record at Daytona in 1914, the pilot who recorded the highest number of victories in aerial combat against the Germans in World War I, and the secretary of war's special adviser who survived a plane crash and twenty-two days on a raft in the Pacific during World War II? They all lived through dangerous circumstances. They all displayed courage and steely nerves under duress. And they all happen to be the same person—Eddie Rickenbacker.

Meeting a challenge was never a big problem for Eddie Rickenbacker, whether it was physical, mental, or economic. When he was twelve, his father died, and he quit school to become the family's primary breadwinner. He sold newspapers, eggs, and goat's milk. He worked in a glass factory, brewery, shoe factory, and foundry. Then as a teenager, he started working as a race car mechanic, and at age twenty-two, he began racing. Two years later he set the world speed record.

When the United States entered World War I, Rickenbacker tried to enlist as an aviator, but he was overage and undereducated. So instead he entered as a chauffeur and then talked his superiors into sending him to flight training.

Despite not fitting in with his college-educated fellow aviators, he excelled as a pilot. And by the time the war was over, he had logged 300 combat hours (the most of any American pilot), survived 134 aerial encounters with the enemy, claimed 26 kills, and earned the Medal of Honor, eight Distinguished Service Crosses, and the French Legion of Honor. He was also promoted to captain and put in command of his squadron.

Rickenbacker's prowess in the air caused the press to dub him the "American Ace of Aces." When asked about his courage in combat, he admitted that he had been afraid. "Courage," he said, "is doing what you're afraid to do. There can be no courage unless you're scared."

That courage served the Ace of Aces well after World War I. In 1933, he became the vice president of Eastern Air Transport (later Eastern Airlines). Back then all airlines existed only because they were subsidized by the government. But Rickenbacker thought they should be self-sufficient. He decided to completely change the way the company did business. Within two years he made Eastern profitable, a first in aviation history. And when the president of the United States canceled all commercial carriers' air mail contracts, Rickenbacker took him on—and won. Rickenbacker led Eastern successfully for thirty years and retired at age seventy-three. When he died ten years later, his son, William, wrote, "If he had a motto, it must have been the phrase I've heard a thousand times: 'I'll fight like a wildcat!'"

FLESHING IT OUT

When you look at the life of someone like Eddie Rickenbacker, you cannot help seeing great courage. It's easy to see in war heroes, but it's also present in every great leader in business, government, and the church. Whenever you see significant progress in an organization, you know that the leader made courageous decisions. A leadership position doesn't give a person courage, but courage can give him a leadership position. That was true for Captain Eddie Rickenbacker.

Larry Osborne offers this observation: "The most striking thing about highly effective leaders is how little they have in common. What one swears by, another warns against. But one trait stands out: the willingness to risk."

As you approach the tough decisions that challenge you, recognize these truths about courage:

1. Courage Begins with an Inward Battle

Every test you face as a leader begins within you. The test of courage is no different. As psychotherapist Sheldon Kopp notes, “All the significant battles are waged within self.” Courage isn’t an absence of fear. It’s doing what you are afraid to do. It’s having the power to let go of the familiar and forge ahead into new territory. That was true for Rickenbacker, and it can be true for you.

2. Courage Is Making Things Right, Not Just Smoothing Them Over

Civil rights leader Martin Luther King Jr. declared, “The ultimate measure of a man is not where he stands in moments of comfort and convenience, but where he stands at times of challenge and controversy.” Great leaders have good people skills, and they can get people to compromise and work together. But they also take a stand when needed.

Courage deals with principle, not perception. If you don’t have the ability to see when to stand up and the conviction to do it, you’ll never be an effective leader. Your dedication to potential must remain stronger than your desire to appease others.

3. Courage in a Leader Inspires Commitment from Followers

“Courage is contagious,” asserts evangelist Billy Graham. “When a brave man takes a stand, the spines of others are stiffened.” A show of courage by any person encourages others. But a show of courage by a leader inspires. It makes people want to follow him. My friend Jim Mellado explains, “Leadership is the expression of courage that compels people to do the right thing.”

4. Your Life Expands in Proportion to Your Courage

Fear limits a leader. Roman historian Tacitus wrote, “The desire for safety stands against every great and noble enterprise.” But courage has the opposite effect. It opens doors, and that’s one of its most wonderful benefits. Perhaps that’s why British theologian John Henry Newman said, “Fear not that your life will come to an end but that it will never have a beginning.” Courage not only gives you a good beginning, but it also provides a better future.

What’s ironic is that those who don’t have the courage to take risks and those who do, experience the same amount of fear in life. The only difference is that those who don’t take chances worry about trivial things. If you’re going to have to overcome your fear and doubts anyway, you might as well make it count.

REFLECTING ON IT

Eleanor Roosevelt acknowledged, “You gain strength, courage, and confidence by every experience in which you really stop to look fear in the face. You are able to say to yourself, ‘I lived through this horror. I can take the next thing that comes along.’ You must do the thing you think you cannot do.”

How do you tend to handle fear? Do you embrace it? Are stretching experiences a regular part of your daily life? Or have you retreated so far into your comfort zone that you don’t ever even feel fear? How must you change to develop a spirit of courage in your life?

BRINGING IT HOME

To improve your courage, do the following:

- *Face the music.* Go out and do something stretching simply for the sake of growing in courage. Skydive. Speak in front of an audience (most people’s greatest fear). Perform in a play. Go white-water rafting. Rock climb. It doesn’t matter what you do as long as it causes you to face a genuine fear.
- *Talk to that person.* Most people are avoiding confrontation with someone in their lives—an employee, a relative, or a coworker. If that’s true for you, talk to that person this week. Don’t dump on him or abuse him. Speak the truth in love. (You won’t be so afraid to do it if you’ve already skydived rafted, etc.)
- *Take a giant step.* Maybe you’ve been afraid to make a career move. If you’ve known in your heart that you should have changed jobs or started that new business, now is the time to face up to it. Take the time to really look at it. Talk to your spouse, your mentor, and a trusted friend or two. If it’s the right thing to do, then do it.

DAILY TAKE-AWAY

A nineteenth-century circuit-riding preacher named Peter Cartwright was preparing to deliver a sermon one Sunday when he was warned that President Andrew Jackson was in attendance, and he was asked to keep his remarks inoffensive. During that message, he included these statements: “I have been told that Andrew Jackson is in this congregation. And I have been asked to guard my

remarks. What I must say is that Andrew Jackson will go to hell if he doesn't repent of his sin."

After the sermon, Jackson strode up to Cartwright. "Sir," the president said, "if I had a regiment of men like you, I could whip the world."

A courageous act often brings unexpected positive results.

CHAPTER 6—COURAGE: ONE PERSON
WITH COURAGE IS A MAJORITY

Instructions:

1. Read the Morning Motivational for the day (approximately 10 minutes).
2. Underline key words—especially words you do not understand.
3. Try to guess the meaning of the words you do not understand. Do not use a dictionary (electronic or otherwise).
4. Read the questions below. Write notes (not sentences) for discussion later on.
5. Find a partner, and then begin the discussion. There is no need to finish all the questions.

Discussion:

1. In your own words, summarize the article and tell it to your partner.
2. Share with your partner the idea you liked best in the article.
3. How do you define courage?
4. Do you believe you can feel fear and still be courageous?
5. Tell your partner about a time you felt fear about doing something and yet moved ahead in spite of your fear? What happened?
6. Are you inspired to follow a leader who is courageous? Who is that person? What makes you trust his or her leadership?
7. Is there a challenge or situation that you are currently facing and feel fearful about? How can you overcome the fear and move forward?
8. The article provides three ways to improve your courage: a. face the music, b. talk to that person, and c. take a giant step. Which idea applies best to you now?
9. If there is time, go to the vocabulary words you underlined because you were not sure of the meaning. Try to guess the meaning and share it with your partner.
10. If there is still time, read the article out loud together.

GENEROSITY:

YOUR CANDLE LOSES NOTHING
WHEN IT LIGHTS ANOTHER

*No person was ever honored for what he received.
Honor has been the reward for what he gave.*

—Calvin Coolidge, American President

Giving is the highest level of living.

—John C. Maxwell

IT STARTS IN THE HEART

When you think of generous people, who comes to mind? Do you picture millionaire philanthropists from the turn of the century such as Andrew Carnegie, J. P. Morgan, and Andrew Mellon? Do you think of contemporary givers such as Joan Kroc or Bill Gates? Those people have given away millions of dollars. But I want to acquaint you with another giver. She is someone you've probably never heard of, yet she typifies the deepest kind of giving, the kind that can come only from the heart.

Her name is Elisabeth Elliot. In the early 1950s, she accompanied a group of missionaries to Ecuador with the hope of reaching the Quichua Indians. Among that group was a young man named Jim, who had been courting her since 1947. While they worked together and gave their lives to serving the Ecuadoran Indians, they finally decided to give themselves to each other and were married.

They had been together about two years and had a ten-month-old daughter named Valerie when Jim and four other missionaries felt compelled to make contact with another small group of Indians living in the area called the Auca. The Indians had a fierce reputation. The earliest record of any contact with them was of their killing a priest in the 1600s. Since then, they had attacked every outsider who came their way. Even the other Ecuadoran Indians avoided them

because of their brutality.

As Jim and the others prepared to make contact, Elisabeth knew that the five men would be putting themselves in danger, but she was resolute. The two of them had given their lives to this mission. For several weeks, a missionary pilot flew a small plane over an Aucan village and dropped supplies and other items as gifts. They even included pictures of themselves to prepare the tribespeople for their first contact.

A few weeks later, Jim and four others landed on a small stretch of beach on the Curaray River and set up camp. There they made contact with three Aucans—a man and two women—who seemed to be friendly and receptive. And in following days, they met with several others. They told their wives by radio that they seemed to be making significant progress in befriending the tribe.

But then a few days later, the men failed to check in with the base camp at an appointed time. Their wives waited in vain to hear from them. Minutes passed, then hours, and then a day. Elisabeth and the others feared the worst.

A search party went out to look for the men and radioed back bad news. They had spotted the body of a white man floating in the river. The searchers found the men, one by one. With each it was the same: he had been slashed with Aucan spears. All five of the men were dead.

Under those circumstances, many people in Elisabeth Elliot's shoes would have gone home. It's one thing to be willing to give up a comfortable life in the United States to help other people; it's quite another to give up your spouse. But Elliot had a truly generous heart. Despite her terrible loss, she still wanted to help the people of Ecuador. She stayed and served the Quichuans with whom she was living.

What happened after that is even more remarkable. Other missionaries continued trying to make contact with an Aucan village. And after a couple of years, they succeeded. Immediately Elisabeth Elliot rushed to the village. Was it to seek revenge? No, it was to work with the people there and serve them. Elliot lived and worked among the Aucan people for two years, and many of them gladly accepted the message of God's love she carried—including two of the seven men who had killed her husband.

FLESHING IT OUT

Nothing speaks to others more loudly or serves them better than generosity from a leader. True generosity isn't an occasional event. It comes from the heart and permeates every aspect of a leader's life, touching his time, money, talents,

and possessions. Effective leaders, the kind that people want to follow, don't gather things just for themselves; they do it in order to give to others. Cultivate the quality of generosity in your life. Here's how:

1. Be Grateful for Whatever You Have

It's hard for a person to be generous when he is not satisfied with what he has. Generosity rises out of contentment, and that doesn't come with acquiring more. Millionaire John D. Rockefeller admitted, "I have made millions, but they have brought me no happiness." If you're not content with little, you won't be content with a lot. And if you're not generous with little, you won't suddenly change if you become wealthy.

2. Put People First

The measure of a leader is not the number of people who serve him, but the number of people he serves. Generosity requires putting others first. If you can do that, giving becomes much easier.

3. Don't Allow the Desire for Possessions to Control You

According to my friend Earle Wilson, people can be divided into three groups: "Haves, have-nots, and have not paid for what they have." More and more people are becoming enslaved to the desire to acquire. Author Richard Foster writes, "Owning things is an obsession in our culture. If we own it, we feel we can control it; and if we can control it, we feel it will give us more pleasure. The idea is an illusion." If you want to be in charge of your heart, don't allow possessions to take charge of you.

4. Regard Money as a Resource

Someone once said that when it comes to money, you can't win. If you focus on making it, you're materialistic. If you try to but don't make any, you're a loser. If you make a lot and keep it, you're a miser. If you make it and spend it, you're a spendthrift. If you don't care about making any, you're unambitious. If you make a lot and still have it when you die, you're a fool—for trying to take it with you.

The only way to really win with money is to hold it loosely—and be generous with it to accomplish things of value. As E. Stanley Jones said, "Money is a wonderful servant but a terrible master. If it gets on top and you get under it, you will become its slave."

5. *Develop the Habit of Giving*

In 1889, millionaire industrialist Andrew Carnegie wrote an essay called “Gospel of Wealth.” In it he said that the life of a wealthy person should have two periods: a time of acquiring wealth and one of redistributing it. The only way to maintain an attitude of generosity is to make it your habit to give—your time, attention, money, and resources. Richard Foster advises, “Just the very act of letting go of money, or some other treasure, does something within us. It destroys the demon greed.” If you’re enslaved by greed, you cannot lead.

REFLECTING ON IT

Are you a generous leader? Do you continually look for ways to add value to others? Are you giving money to something greater than yourself? And to whom are you giving your time? Are you pouring your life into others? Are you helping those who cannot help you or give anything in return? Writer John Bunyan affirmed, “You have not lived today until you have done something for someone who can never repay you.” If you aren’t giving in the small areas of your life, you’re probably not as generous a leader as you could be.

BRINGING IT HOME

To improve your generosity, do the following:

- *Give something away.* Find out what kind of hold your possessions have on you. Take something you truly value, think of someone you care about who could benefit from it, and give it to him. If you can do it anonymously, even better.
- *Put your money to work.* If you know someone with the vision to do something really great—something that will positively impact the lives of others—provide resources for him to accomplish it. Put your money to work for something that will outlive you.
- *Find someone to mentor.* Once you reach a certain level in your leadership, the most valuable thing you have to give is yourself. Find someone to pour your life into. Then give him time and resources to become a better leader.

DAILY TAKE-AWAY

When popular French author Dominique Lapierre first traveled to India to do research for a new book, he went in style—in a Rolls-Royce Silver Shadow he had just purchased with a book advance. While he was there, he got what he needed for his book *The City of Joy*. But he also received something else: a passion to help the poor and miserable people he discovered there. That discovery has changed his life forever. Now he divides his time between writing, fund-raising, and donating time and money to help the people. His attitude can be summed up by the words of Indian poet Rabindranath Tagore, which are printed on the back of Lapierre's business card: "All that is not given is lost." What are you currently losing by holding on to it?

CHAPTER 9—GENEROSITY: YOUR CANDLE LOSES
NOTHING WHEN IT LIGHTS ANOTHER

Instructions:

1. Read the Morning Motivational for the day (approximately 10 minutes).
2. Underline key words—especially words you do not understand.
3. Try to guess the meaning of the words you do not understand. Do not use a dictionary (electronic or otherwise).
4. Read the questions below. Write notes (not sentences) for discussion later on.
5. Find a partner, and then begin the discussion. There is no need to finish all the questions.

Discussion:

1. In your own words, summarize the article and tell it to your partner.
2. Share with your partner the idea you liked best in the article.
3. “No person was ever honored for what he received. Honor has been the reward for what he gave.” (Calvin Coolidge, American President) Who comes to mind when you think of a “generous” person? How do they demonstrate generosity?
4. Retell in your own words the story of Elisabeth Elliot. What do you think of her? Her husband? Why does the author consider her to be a very generous person?
5. “True generosity isn’t an occasional event. It comes from the heart and permeates every aspect of a leader’s life, touching his time, money, talents, and possessions.” Think of a leader whom you respect. Would you describe their character as truly generous?
6. Read out loud with your partner the five ways to cultivate the qualities of generosity in your life. Which one do you find most thought provoking, and why?
7. Why do you think John D. Rockefeller found “no happiness” in his “millions?” What did he lack?

8. Richard Foster writes, "Owning things is an obsession in our culture. If we own it, we feel we can control it; and if we can control it, we feel it will give us more pleasure. The idea is an illusion." Do you agree or disagree? Why? How about in your culture? Your personal experience?
9. How can you "add value" to the lives of others? Family? Classmates? Work mates?
10. If there is time, go to the vocabulary words you underlined because you were not sure of the meaning. Try to guess the meaning and share it with your partner.

INITIATIVE:

YOU WON'T LEAVE HOME WITHOUT IT

*Success seems to be connected with action.
Successful people keep moving.
They make mistakes, but they don't quit.*

—Conrad Hilton, *Hotel Executive*

*Of all the things a leader should fear,
complacency should head the list.*

—John C. Maxwell

JUST ANOTHER STEP FORWARD

Kemmons Wilson has always been an initiator. He started working when he was seven years old and hasn't stopped since. He began by selling magazines, newspapers, and popcorn. In 1930 at the ripe old age of seventeen, he decided to try a salaried job for the first time, working for a cotton broker. He made \$12 a week writing figures on the broker's price board.

When a bookkeeper's job paying \$35 a week opened up, Wilson applied for it and got it. But when he received his pay, it was still only \$12. He requested a raise and got one. The next week he received an additional \$3. When he asked why he didn't get the same \$35 as the other bookkeeper, he was told the company wouldn't pay that kind of money to a seventeen-year-old kid. Wilson gave his notice. That was the last time in more than seventy-five years that he took a salaried job.

Wilson made money in a variety of businesses after that: pinball machines, soft drink distribution, and vending machines. And he was able to save enough money to build his mother a house. That's when he realized home building had a lot of potential. So he went into the business in Memphis and made a fortune,

capitalizing on the postwar building boom.

Wilson's initiative made him a lot of money, but it didn't make an impact on the world—not until 1951, that is. That was the year the Memphis businessman took his family on vacation to Washington, D.C. On that trip, he learned about the sorry state of hotel lodging in the United States. Motels had sprung up all over the country since the 1920s. Some were nice family places. Others rented beds by the hour. The problem was a traveler didn't know which he would find.

"You never could tell what you were getting," Wilson recalled later. "Some of the places were too squalid for words. And they all charged for children. That made my Scottish blood boil." A guy like Wilson who had five children really took a beating. Motels charged \$4 to \$6 a night for a room *plus* \$2 per child. It tripled his bill.

Most people would have complained and then forgotten about it. But Wilson, always the initiator, decided to take action and do something about it. "Let's go home and start a chain of family hotels," he said to his wife, "hotels with a name you could trust." His goal was to build four hundred hotels. His wife just laughed.

When Wilson returned to Memphis, he hired a draftsman to help him design his first hotel. He wanted it to be clean, simple, and predictable. And he wanted it to have all the things he and his family had missed, such as a television in every room and a pool. The next year he opened his first hotel on the outskirts of Memphis. Its name flashed out front on a huge fifty-three-foot-tall sign. It was called the Holiday Inn.

It took Wilson longer than he expected to reach four hundred hotels. By 1959, he had one hundred. But when he decided to franchise them, that boosted the openings. By 1964, there were five hundred Holiday Inns. In 1968, there were one thousand. And by 1972, a Holiday Inn opened somewhere in the world every seventy-two hours. The chain was still growing in 1979 when Wilson stepped down from the company's leadership after a heart attack.

"I was so hungry when I was young," Wilson said, "I just had to do something to make a living. And when I retired after my heart attack, I went home to smell the roses. That lasted about a month." It's just too hard for an initiator to stop making things happen.

FLESHING IT OUT

In *The 21 Irrefutable Laws of Leadership*, I pointed out that leaders are responsible for initiating a connection with their followers. But that's not the

only area where leaders must show initiative. They must always look for opportunities and be ready to take action.

What qualities do leaders possess that enable them to make things happen? I see at least four.

1. They Know What They Want

Humorous pianist Oscar Levant once joked, “Once I make up my mind, I’m full of indecision.” Unfortunately, that’s the way many people actually operate. But no one can be both indecisive and effective. As Napoleon Hill says, “The starting point of all achievement is desire.” If you are going to be an effective leader, you’ve got to know what you want. That’s the only way you’ll recognize opportunity when it comes.

2. They Push Themselves to Act

There’s an old saying: “You can if you will.” Initiators don’t wait for other people to motivate them. They knew it is their responsibility to push themselves beyond their comfort zone. And they make it a regular practice. That’s why someone such as President Theodore Roosevelt, one of the great initiating leaders of the twentieth century, was able to say, “There is nothing brilliant or outstanding in my record, except perhaps this one thing: I do the things that I believe ought to be done . . . And when I make up my mind to do a thing, I act.”

3. They Take More Risks

When leaders know what they want and can push themselves to act, they still have one more hurdle. That’s willingness to take risks. Proactive people always take risks. But one of the reasons good leaders are willing to take risks is that they recognize there is a price for not initiating too. President John F. Kennedy asserted, “There are risks and costs to a program of action, but they are far less than the long-range risks and costs of comfortable inaction.”

4. They Make More Mistakes

The good news for initiators is that they make things happen. The bad news is that they make lots of mistakes. IBM founder Thomas J. Watson recognized that when he remarked, “The way to succeed is to double your failure rate.”

Even though initiating leaders experience more failure, they don’t let it bother them. The greater the potential, the greater the chance for failure. Senator Robert Kennedy summed it up: “Only those who dare to fail greatly can ever achieve greatly.” If you want to achieve great things as a leader, you must be willing to

initiate and put yourself on the line.

REFLECTING ON IT

Are you an initiator? Are you constantly on the lookout for opportunity, or do you wait for it to come to you? Are you willing to take steps based on your best instincts? Or do you endlessly analyze everything? Former Chrysler chairman Lee Iacocca said, “Even the right decision is the wrong decision if it is made too late.” When was the last time you initiated something significant in your life? If you haven’t pushed yourself lately and gotten out of your comfort zone, you may need to jump-start your initiative.

BRINGING IT HOME

To improve your initiative, do the following:

- *Change your mind-set.* If you lack initiative, recognize that the problem comes from the inside, not from others. Determine why you hesitate to take action. Does risk scare you? Are you discouraged by past failures? Do you not see the potential that opportunity offers? Find the source of your hesitation, and address it. You won’t be able to move forward on the outside until you can move forward on the inside.
- *Don’t wait for opportunity to knock.* Opportunity doesn’t come to the door knocking. You’ve got to go out and look for it. Take stock of your assets, talents, and resources. Doing that will give you an idea of your potential. Now, spend every day for a week looking for opportunities. Where do you see needs? Who is looking for expertise you have? What unreached group of people is practically dying for what you have to offer? Opportunity is everywhere.
- *Take the next step.* It’s one thing to see opportunity. It’s another to do something about it. As someone once quipped, everyone has a great idea in the shower. But only a few people step out, dry off, and do something about it. Pick the best opportunity you see, and take it as far as you can. Don’t stop until you’ve done everything you can to make it happen.

DAILY TAKE-AWAY

In 1947, Lester Wunderman was arbitrarily fired from his advertising job in New York. But the young man knew he could learn a lot from the head of the agency, Max Sackheim. The next morning, Wunderman went back to his office and worked just as he had before—but without pay.

Sackheim ignored him for a month, but finally walked up to Wunderman and said, “Okay, you win. I never saw a man who wanted a job more than he wanted money.”

Wunderman went on to become one of the most successful advertising men of the century. He is known as the father of direct marketing. It will take a bold step from you today to reach your potential tomorrow.

T.I.P. MORNING MOTIVATIONAL

CHAPTER 10—INITIATIVE:
YOU WON'T LEAVE HOME WITHOUT IT

Instructions:

1. Read the Morning Motivational for the day (approximately 10 minutes).
2. Underline key words—especially words you do not understand.
3. Try to guess the meaning of the words you do not understand. Do not use a dictionary (electronic or otherwise).
4. Read the questions below. Write notes (not sentences) for discussion later on.
5. Find a partner, and then begin the discussion. There is no need to finish all the questions.

Discussion:

1. In your own words, summarize the article and tell it to your partner.
2. Share with your partner the idea you liked best in the article.
3. How do you define initiative? What does initiative have to do with being successful?
4. Retell in your own words the story of Kemmons Wilson. Together list all of the different jobs that Wilson had. Why did he keep on moving from one job to the next?
5. What happened on Wilson's family trip to Washington D.C. to motivate him to start a new business venture? What was the name of that new business?
6. Do you know an "initiator" like Wilson? If so, tell your partner what they have initiated in their lives. If not, consider what qualities made Wilson an initiator.
7. According to the author what four qualities do leaders need to possess to enable them to "make things happen?" Which quality do you think is most important and why?
8. After having read this chapter and these qualities would you call yourself an initiator? Are you looking for new opportunities or do you wait for

them to come to you?

9. Discuss the three ways the author says that one can improve their initiative. Is there something you can do today to put these suggestions into practice in your own life? In your studies?
10. If there is time, go to the vocabulary words you underlined because you were not sure of the meaning. Try to guess the meaning and share it with your partner.

12

PASSION:

TAKE THIS LIFE AND LOVE IT

*When a leader reaches out in passion,
he is usually met with an answering passion.*

—John C. Maxwell

*Anyone can dabble, but once you've made that
commitment, your blood has that particular thing in it,
and it's very hard for people to stop you.*

—Bill Cosby, Comedian

PIZZA SAUCE IS IN HIS BLOOD

In *The 21 Irrefutable Laws of Leadership*, I tell the story of Papa John's Pizza and how the company, founded in 1984 by John Schnatter, grew from 1 to 46 stores in its first seven years and then from 46 to 1,600 in the seven years after that. The phenomenal success the company experienced in the second half was due to the Law of Explosive Growth, which says, "To add growth, lead followers—to multiply, lead leaders." But what was the key to Papa John's success in the first half?

The answer is passion. John Schnatter not only eats Papa John's Pizza; he breathes, sleeps, and lives it. It is always his predominating thought. Lehman Brothers analyst Michael Speiser said of him in *Success* magazine, "Pizza is Schnatter's life, and he takes it very seriously."

Schnatter's philosophy is simple and straightforward. "Concentrate on what you do well," he advises, "and do it better than anybody else." What he does well is lead the fastest-growing business of its kind in the world. And he enjoys it so much that he is always in the thick of things.

Recently he went to visit a franchise owned by his wife, Annette, in

downtown Louisville and found that the store was unexpectedly swamped with orders. What did he do? He jumped in and helped make pizzas for an hour and a half. It's something he loves doing. He visits stores four or five times a week—often unannounced—just to make sure everything is on track.

“Talking about my dreams for a pizza business at age twenty-two, people thought I was crazy,” Schnatter has said. “Vendors, bankers and even some friends just laughed when I told them I’d be opening five or six stores a month.” Now he regularly opens an amazing *thirty* stores a month—a new store every day of the year.

And he wants to increase that. A franchise opened in Mexico, and Schnatter has plans to expand into Venezuela, Puerto Rico, and other foreign markets. He doesn't intend to stop until he leads the largest seller of pizza in the world. He just might do it because he loves it and gives it everything he's got.

FLESHING IT OUT

Experts spend a lot of time trying to figure out what makes people successful. They often look at people's credentials, intelligence, education, and other factors. But more than anything else, passion makes the difference. David Sarnoff of RCA maintains that “nobody can be successful unless he loves his work.”

If you look at the lives of effective leaders, you will find that they often don't fit into a stereotypical mold. For example, more than 50 percent of all CEOs of Fortune 500 companies had C or C– averages in college. Nearly 75 percent of all U.S. presidents were in the bottom half of their school classes. And more than 50 percent of all millionaire entrepreneurs never finished college. What makes it possible for people who might seem ordinary to achieve great things? The answer is passion. Nothing can take the place of passion in a leader's life.

Take a look at four truths about passion and what it can do for you as a leader:

1. Passion Is the First Step to Achievement

Your desire determines your destiny. Think of great leaders, and you will be struck by their passion: Gandhi for human rights, Winston Churchill for freedom, Martin Luther King Jr. for equality, Bill Gates for technology.

Anyone who lives beyond an ordinary life has great desire. It's true in any field: weak desire brings weak results, just as a small fire creates little heat. The stronger your fire, the greater the desire—and the greater the potential.

2. Passion Increases Your Willpower

It is said that a dispassionate young man approached the Greek philosopher Socrates and casually stated, “O great Socrates, I come to you for knowledge.”

The philosopher took the young man down to the sea, waded in with him, and then dunked him under the water for thirty seconds. When he let the young man up for air, Socrates asked him to repeat what he wanted.

“Knowledge, O great one,” he sputtered. Socrates put him under the water again, only that time a little longer. After repeated dunkings and responses, the philosopher asked, “What do you want?” The young man finally gasped, “Air. I want air!”

“Good,” answered Socrates. “Now, when you want knowledge as much as you wanted air, you shall have it.”

There is no substitute for passion. It is fuel for the will. If you want anything badly enough, you can find the willpower to achieve it. The only way to have that kind of desire is to develop passion.

3. Passion Changes You

If you follow your passion—instead of others’ perceptions—you can’t help becoming a more dedicated, productive person. And that increases your ability to impact others. In the end, your passion will have more influence than your personality.

4. Passion Makes the Impossible Possible

Human beings are so made that whenever anything fires the soul, impossibilities vanish. A fire in the heart lifts everything in your life. That’s why passionate leaders are so effective. A leader with great passion and few skills always outperforms a leader with great skills and no passion.

REFLECTING ON IT

Despite the power of passion, many people in our culture seem to believe that passion is something to be suspicious about. Sociologist Tony Campolo has observed, “We are caught up at a particular stage in our national ethos in which we’re not only materialistic but worse than that; we’re becoming emotionally dead as people. We don’t sing, we don’t dance, we don’t even commit sin with much enthusiasm.”

Is passion a characteristic of your life? Do you wake up feeling enthusiastic about your day? Is the first day of the week your favorite, or do you live from

weekend to weekend, sleepwalking through your everyday routine? How long has it been since you couldn't sleep because you were too *excited* by an idea?

If passion is not a quality in your life, you're in trouble as a leader. The truth is that you can never lead something you don't care passionately about. You can't start a fire in your organization unless one is first burning in you.

BRINGING IT HOME

To increase your passion, do the following:

- *Take your temperature.* How passionate are you about your life and work? Does it show? Get an honest assessment by querying several coworkers and your spouse about your level of desire. You won't become passionate until you believe passion can be the difference maker in your life.
- *Return to your first love.* Many people allow life and its circumstances to get them off track. Think back to when you were just starting out in your career—or even farther back to when you were a child. What really turned your crank? What could you spend hours and hours doing? Try to recapture your old enthusiasm. Then evaluate your life and career in light of those old loves.
- *Associate with people of passion.* It sounds hokey, but birds of a feather really do flock together. If you've lost your fire, get around some firefighters. Passion is contagious. Schedule some time with people who can infect you with it.

DAILY TAKE-AWAY

General Billy Mitchell, a career army officer, was assigned to an aviation section in 1916. That's where he learned to fly, and it became the passion of his life. Though aircraft played a minor role in World War I, he could see the military potential of air power. After the war, he began a campaign to convince the military to create an air force. He provided demonstration after demonstration of what airplanes could do, but he met strong resistance. Frustrated, he forced the army to court-martial him in 1925. A year later he resigned. Only after World War II was Mitchell exonerated—and posthumously awarded the Medal of Honor. He was willing to pay any price to do what he knew was right. How about you?

CHAPTER 12—PASSION:
TAKE THIS LIFE AND LOVE IT

Instructions:

1. Read the Morning Motivational for the day (approximately 10 minutes).
2. Underline key words—especially words you do not understand.
3. Try to guess the meaning of the words you do not understand. Do not use a dictionary (electronic or otherwise).
4. Read the questions below. Write notes (not sentences) for discussion later on.
5. Find a partner, and then begin the discussion. There is no need to finish all the questions.

Discussion:

1. In your own words, summarize the article and tell it to your partner.
2. Share with your partner the idea you liked best in the article.
3. According to the article, what is passion?
4. What do you feel passionate about? In other words, what interests you the most? What motivates you? Tell your partner.
5. Do you believe passion is the main difference between a successful person and an unsuccessful one? Why?
6. Were you surprised to learn that more than 50% of CEOs of Fortune 500 companies had C or C- averages in college? Tell your partner about someone you have heard of who has little education or ability, but has achieved great things because of passion (not intellect).
7. How does passion change you? What are the four truths about passion? Take turns and summarize each.
8. What is something important and meaningful that you used to love to do, but don't do anymore? How can you "return to that first love?"
9. If there is time, go to the vocabulary words you underlined because you were not sure of the meaning. Try to guess the meaning and share it with your partner.

10. If there is still time, read the article out loud together.

PROBLEM SOLVING
(PART I)

YOU CAN'T LET YOUR PROBLEMS
BE A PROBLEM

*You can measure a leader by the problems he tackles.
He always looks for ones his own size.*

—John C. Maxwell

*The measure of success is not
whether you have a tough problem to deal with,
but whether it is the same problem you had last year.*

—John Foster Dulles, Former Secretary of State

THE SMALL-TOWN MERCHANT WHO COULD

The founder of Wal-Mart, Sam Walton, has been called many things, including enemy of small-town America and destroyer of Main Street merchants. “Quite a few smaller stores have gone out of business during the time of Wal-Mart’s growth,” conceded Walton. “Some people have tried to turn it into this big controversy, sort of a ‘Save the Small Town Merchants’ deal, like they were whales or whooping cranes or something.” The truth is that Walton was a small-town, Main Street merchant of the type he is criticized for displacing. The only difference is that he was an excellent leader who was able to solve problems and change rather than go out of business.

Sam Walton was born in Kingfisher, Oklahoma, and grew up in Columbia, Missouri. He demonstrated leadership in high school when he was elected student-body president, led his football team to an undefeated season and state championship as its quarterback, and then performed the same feat with the basketball team as its five-foot-nine-inch floor leader.

After graduating from college and working for a few years, Walton served in the army during World War II. When he got out, he selected a career in retail, the field he loved, and along with his wife picked the small town of Bentonville, Arkansas, in which to live. That's where they opened a Walton's Five and Dime Variety Store.

The business did well, partly because of Walton's hustle, but also because he had shown foresight in making his store self-service, a new concept at the time. He worked hard and continued to expand. By 1960, he had fifteen stores. But that was also about the time when competitor Herb Gibson brought discount stores into northwest Arkansas. They competed directly with Walton's variety stores.

"We really had only two choices," said Walton, "stay in the variety store business and be hit hard by the discounting wave, or open a discount store. So I started running all over the country, studying the concept . . . We opened Wal-Mart Number 1 on July 2, 1962, in Rogers, Arkansas, right down the road from Bentonville."

Walton soon added additional stores. His Wal-Mart chain was small compared to some of the others begun around the same time—Kmart, Target, and Woolco—but it was going strong. And that led to the next problem. Walton realized that he needed to improve the stores' planning and distribution. He and his people solved the problem by creating central distribution centers. That, along with computerization, allowed them to order in bulk, keep track of each store's needs, and distribute to them quickly and efficiently. And when the outlay for new equipment and buildings for the new distribution centers created a heavy debt load, it was merely another problem to be solved. Walton did it by taking the company public in 1970.

When he died in 1992, the company operated more than 1,700 stores in forty-two states and Mexico. Sam Walton, the small-town variety store owner, had become America's number one retailer. And since his death, the company has continued strongly, its leadership still solving problems as they arise and keeping Wal-Mart and the other retail chain, Sam's Club, moving forward.

FLESHING IT OUT

Effective leaders, like Sam Walton, always rise to a challenge. That's one of the things that separates winners from whiners. While other retailers complained about the competition, Walton rose above it by solving his problems with creativity and tenacity.

No matter what field a leader is in, he will face problems. They are inevitable for three reasons. First, we live in a world of growing complexity and diversity. Second, we interact with people. And third, we cannot control all the situations we face.

Leaders with good problem-solving ability demonstrate five qualities:

1. They Anticipate Problems

Since problems are inevitable, good leaders anticipate them. Anyone who expects the road to be easy will continually find himself in trouble. I heard a story about David Livingstone, the missionary to Africa, that illustrates the kind of attitude leaders need. A mission organization wanted to send helpers to Dr. Livingstone, so its leader wrote, “Have you found a good road to where you are? If so, we want to send other men to join you.”

Livingstone replied, “If you have men who will come *only* if they know there is a good road, I don’t want them. I want men who will come even if there is no road at all.” If you keep your attitude positive but plan for the worst, you’ll find yourself in a good position to solve problems that come your way.

2. They Accept the Truth

People respond to problems in these ways: they refuse to accept them; they accept them and then put up with them; or they accept them and try to make things better. Leaders must always do the latter.

Broadcaster Paul Harvey said, “In times like these it is good to remember that there have always been times like these.” No leader can simultaneously have his head in the sand and navigate his people through troubled waters. Effective leaders face up to the reality of a situation.

3. They See the Big Picture

Leaders must continually see the big picture. They cannot afford to be overwhelmed by emotion. Nor can they allow themselves to get so bogged down in the details that they lose sight of what’s important. Author Alfred Armand Montapert wrote, “The majority see the obstacles; the few see the objectives; history records the successes of the latter, while oblivion is the reward of the former.”

4. They Handle One Thing at a Time

Richard Sloma has this advice: “Never try to solve all the problems at once—make them line up for you one-by-one.” The leaders who get into trouble most

often are the ones who are overwhelmed by the sheer size or volume of their troubles and then dabble at problem solving. If you're faced with lots of problems, make sure you really solve the one you're working on before moving on to the next one.

5. They Don't Give Up a Major Goal When They're Down

Effective leaders understand the peak-to-peak principle. They make major decisions when they are experiencing a positive swing in their leadership, not during the dark times. As NFL fullback Bob Christian says, "I never decide whether it's time to retire during training camp." He knows not to give up when he is in the valley.

CHAPTER 14—PROBLEM SOLVING:
YOU CAN'T LET YOUR PROBLEMS
BE A PROBLEM (PART 1)

Instructions:

1. Read the Morning Motivational for the day (approximately 10 minutes).
2. Underline key words—especially words you do not understand.
3. Try to guess the meaning of the words you do not understand. Do not use a dictionary (electronic or otherwise).
4. Read the questions below. Write notes (not sentences) for discussion later on.
5. Find a partner, and then begin the discussion. There is no need to finish all the questions.

Discussion:

1. In your own words, summarize the article and tell it to your partner.
2. Share with your partner the idea you liked best in the article.
3. Have you heard of Wal-Mart? What do you think about the store? What do you think about its founder, Sam Walton, now that you've read about his background?
4. Are you a “winner” or a “whiner?” In other words, when you meet an obstacle, do you complain and tell others how unfair life is, or do you look for a way to overcome that obstacle?
5. The author says, “Leaders with good problem-solving abilities demonstrate five qualities.” What are they? Take turns and summarize each.
6. Which of the five abilities do you need to work on?
7. The fifth problem-solving ability talks about not giving up when things are going poorly. Do you know much about American football? Bob Christian, a professional American football player, said, “I never decide whether it's time to retire during training camp.” What do you think he meant? Can you guess?

8. If there is time, go to the vocabulary words you underlined because you were not sure of the meaning. Try to guess the meaning and share it with your partner.
9. If there is still time, read the article out loud together.

P_{ROBLEM} S_{OLVING}
(P_{ART} II)

YOU CAN'T LET YOUR PROBLEMS
BE A PROBLEM

*You can measure a leader by the problems he tackles.
He always looks for ones his own size.*

—John C. Maxwell

*The measure of success is not
whether you have a tough problem to deal with,
but whether it is the same problem you had last year.*

—John Foster Dulles, Former Secretary of State

REFLECTING ON IT

Author George Matthew Adams stated, “What you think means more than anything else in your life. More than what you earn, more than where you live, more than your social position, and more than what anyone else may think about you.” Every problem introduces you to yourself. It shows you how you think and what you’re made of.

When you come face-to-face with a problem, how do you react? Do you ignore it and hope it will go away? Do you feel powerless to solve it? Have you had such bad experiences trying to solve problems in the past that you’ve just given up? Or do you tackle them willingly? The ability to solve problems effectively comes from experience facing and overcoming obstacles. Each time you solve another problem, you get a little better at the process. But if you never try, fail, and try again, you’ll never be good at it.

BRINGING IT HOME

To improve your problem solving, do the following:

- *Look for trouble.* If you've been avoiding problems, go out looking for them. You'll only get better if you gain experience dealing with them. Find situations that need fixing, come up with several viable solutions, and then take them to a leader with good problem-solving experience. You'll learn from his decisions how he thinks when handling difficulties.
- *Develop a method.* Some people have a hard time solving problems because they don't know how to tackle them. Try using the TEACH process:

TIME—spend time to discover the real issue.

EXPOSURE—find out what others have done.

ASSISTANCE—have your team study all angles.

CREATIVITY —brainstorm multiple solutions.

HIT IT —implement the best solution.

- *Surround yourself with problem solvers.* If you aren't a good problem solver, bring others onto your team who are. They will immediately complement your weaknesses, and you will also learn from them.

DAILY TAKE-AWAY

Boxer Gene Tunney won the world heavyweight championship by beating Jack Dempsey. Most people don't know that when Tunney started his boxing career, he was a power puncher. But before turning pro, he broke both hands. His doctor and manager told him he would never be a world champion as a result. But that didn't deter him.

"If I can't become a champion as a puncher," he said, "I'll make it as a boxer."

He learned and he became one of the most skillful boxers ever to become champion. Never allow others to put obstacles in the pathway to your dreams.

CHAPTER 14—PROBLEM SOLVING:
YOU CAN'T LET YOUR PROBLEMS
BE A PROBLEM (PART 2)

Instructions:

1. Read the Morning Motivational for the day (approximately 10 minutes).
2. Underline key words—especially words you do not understand.
3. Try to guess the meaning of the words you do not understand. Do not use a dictionary (electronic or otherwise).
4. Read the questions below. Write notes (not sentences) for discussion later on.
5. Find a partner, and then begin the discussion. There is no need to finish all the questions.

Discussion:

1. In your own words, summarize the article and tell it to your partner.
2. Share with your partner the idea you liked best in the article.
3. “The ability to solve problems effectively comes from experience facing and overcoming obstacles. Each time you solve another problem, you get a little better at the process. But if you never try, fail, and try again, you’ll never be good at it.” Do you agree with this? How does this concept apply to learning English?
4. What is something you’ve accomplished that others told you earlier couldn’t be done?
5. What are three things that the author suggests to improve your problem solving?
6. The author uses the word TEACH to explain how to develop a problem-solving method? Discuss what each letter stands for.
7. The article says, how you view yourself is key to problem solving. Do you believe that what you think about yourself is more important than how much money you have, where you live, or what others think about you?

8. If there is time, go to the vocabulary words you underlined because you were not sure of the meaning. Try to guess the meaning and share it with your partner.
9. If there is still time, read the article out loud together.

RESPONSIBILITY:

IF YOU WON'T CARRY THE BALL,
YOU CAN'T LEAD THE TEAM

*Success on any major scale requires you
to accept responsibility . . . In the final analysis,
the one quality that all successful people have
is the ability to take on responsibility.*

—Michael Korda,
Editor-in-chief of Simon & Schuster

*A leader can give up anything—
except final responsibility.*

—John C. Maxwell

THE ALAMO REVISITED

In late 1835, a group of Texas rebels lay siege to a small mission-turned-fort in San Antonio, Texas. By the end of the year, the Mexican soldiers in it surrendered and headed south, leaving the fort in the rebels' hands. The name of the old church building was the Alamo.

That action set the stage for one of the great heroic events in United States history. The battle that occurred there in February and March of the following year is a story of valor and incredible responsibility. The battle at the Alamo between American settlers and the Mexican army was inevitable. For twenty-five years, the citizens of Texas repeatedly attempted to gain their independence from the Mexican government. And each time Mexican troops were promptly dispatched to suppress the rebellion. But this time it was different. The fort was manned by a resolute group of 183 volunteers, including seasoned soldiers and frontiersmen William Travis, Davy Crockett, and Jim Bowie. Their motto was "Victory or Death."

In late February, several thousand Mexican soldiers under the command of Antonio Lopez de Santa Anna marched on San Antonio and lay siege to the Alamo. When the Mexicans offered them terms for surrender, the rebel defenders held firm. And when the enemy told them they would be given no quarter if they fought, the Americans would not be moved.

When it became certain that battle was inevitable, the Texans sent a young man out to try to bring back reinforcements from the Texas army. His name was James Bonham. He slipped out of the old mission at night and made his way ninety-five miles to Goliad for help. But when he arrived, he was told that no troops were available.

For eleven days Santa Anna pounded away at the Alamo. And on the morning of March 6, 1836, the Mexican army stormed the old mission. At the end of the battle, not a single man of the 183 defenders lived. But they had managed to take six hundred enemy soldiers to the grave with them.

And what happened to James Bonham, the messenger who had been sent to Goliad? It would have been easy for Bonham to simply ride away. But his sense of responsibility was too great. Instead he rode back to the Alamo, made his way through enemy lines, and joined his comrades so that he could stand, fight, and die with them.

Though the Americans were defeated at the Alamo, that battle was the turning point in the war with Mexico. “Remember the Alamo” became the cry in subsequent battles, rallying support against General Santa Anna and his troops. Less than two months later, Texas secured its independence.

FLESHING IT OUT

Rarely in American culture today do you see the kind of responsibility displayed by James Bonham and his companions. People now focus more on their rights than on their responsibilities. Reflecting on current attitudes, my friend Haddon Robinson observes, “If you want to get rich, invest in victimization. It is America’s fastest growing industry.” He points out that millions of people are becoming rich by identifying, representing, interviewing, treating, insuring, and counseling victims.

Good leaders never embrace a victim mentality. They recognize that who and where they are remain their responsibility—not that of their parents, their spouses, their children, the government, their bosses, or their coworkers. They face whatever life throws at them and give it their best, knowing that they will get an opportunity to lead the team only if they’ve proved that they can carry the

ball.

Take a look at the following characteristics of people who embrace responsibility:

1. They Get the Job Done

In a study of self-made millionaires, Dr. Thomas Stanley of the University of Georgia found that they all have one thing in common: they work hard. One millionaire was asked why he worked twelve to fourteen hours a day. He answered, “It took me fifteen years, working for a large organization, to realize that in our society you work eight hours a day for survival, and if you work only eight hours a day, all you do is survive . . . Everything over eight hours is an investment in your future.” No one can do the minimum and reach his maximum potential.

How do people maintain a get-it-done attitude? They think of themselves as self-employed. If you want to achieve more and build your credibility with followers, adopt that mind-set. It can take you far.

2. They Are Willing to Go the Extra Mile

Responsible people never protest, “That’s not my job.” They’re willing to do whatever it takes to complete the work needed by the organization. If you want to succeed, be willing to put the organization ahead of your agenda.

3. They Are Driven by Excellence

Excellence is a great motivator. People who desire excellence—and work hard to achieve it—are almost always responsible. And when they give their all, they live at peace. Success expert Jim Rohn says, “Stress comes from doing less than you can.” Make high quality your goal, and responsibility will naturally follow.

4. They Produce Regardless of the Situation

The ultimate quality of a responsible person is the ability to finish. In *An Open Road*, Richard L. Evans writes, “It is priceless to find a person who will take responsibility, who will finish and follow through to the final detail—to know when someone has accepted an assignment that it will be effectively, conscientiously completed.” If you want to lead, you’ve got to produce.

REFLECTING ON IT

Gilbert Arland offers this advice: “When an archer misses the mark he turns and looks for the fault within himself. Failure to hit the bull’s-eye is never the fault of the target. To improve your aim, improve yourself.”

Are you on target when it comes to responsibility? Do others see you as a finisher? Do people look to you to carry the ball in pressure situations? Are you known for excellence? If you haven’t been performing at the highest level, you may need to cultivate a stronger sense of responsibility.

BRINGING IT HOME

To improve your responsibility, do the following:

- *Keep hanging in there.* Sometimes an inability to deliver despite difficult circumstances can be due to a persistence problem. The next time you find yourself in a situation where you’re going to miss a deadline, lose a deal, or fail to get a program off the ground, stop and figure out how to succeed. Think outside the lines. Can you work through the night? Can you call a colleague to help you? Can you hire a staff member or find a volunteer to help? Creativity can bring responsibility to life.
- *Admit what’s not good enough.* If you have trouble achieving excellence, maybe you’ve lowered your standards. Look at your personal life for places where you’ve let things slip. Then make changes to set higher standards. It will help you to reset the bar of excellence for yourself.
- *Find better tools.* If you find that your standards are high, your attitude is good, and you consistently work hard—and you still don’t achieve the way you’d like—get better equipped. Improve your skills by taking classes, reading books, and listening to tapes. Find a mentor. Do whatever it takes to become better at what you do.

DAILY TAKE-AWAY

An inmate at Butte County Jail in California explained his absence from jail to sheriff’s deputies in this way: “I was playing pole vault and I got too close to the wall and I fell over the wall. When I regained my senses, I ran around to try and find a way back in, but being unfamiliar with the area, got lost. Next thing I knew I was in Chico.” People seldom realize how weak *their* excuses are until they hear some from others.

CHAPTER 16—RESPONSIBILITY:

IF YOU WON'T CARRY THE BALL, YOU CAN'T LEAD THE TEAM

Instructions:

1. Read the Morning Motivational for the day (approximately 10 minutes).
2. Underline key words—especially words you do not understand.
3. Try to guess the meaning of the words you do not understand. Do not use a dictionary (electronic or otherwise).
4. Read the questions below. Write notes (not sentences) for discussion later on.
5. Find a partner, and then begin the discussion. There is no need to finish all the questions.

Discussion:

1. In your own words, summarize the article and tell it to your partner.
2. Share with your partner the idea you liked best in the article.
3. How do you define responsibility?
4. John Maxwell says, “A leader can give up anything except final responsibility.” How do you understand final responsibility? In your opinion, is that true for every leader?
5. Retell the story of the battle at the Alamo between American settlers and the Mexican army. Name the three seasoned soldiers and frontiersmen who were among the one hundred eighty-three volunteers who were defending the fort. What was their motto?
6. When it became evident that Santa Anna was going to attack the Alamo, James Bonham slipped out by night to seek reinforcements from the Texas army. Was he successful in his mission? Although he was safe outside of the mission, far from the battle, he chose to return. What do you think caused him to make such a decision?
7. Why was the strong stand of the one hundred eighty-three and their leaders so important to the history of Texas?

8. Read together the four characteristics of people who embrace responsibility. Which one do you feel a need to strengthen in your life?
9. If there is time, go to the vocabulary words you underlined because you were not sure of the meaning. Try to guess the meaning and share it with your partner.
10. If there is still time, read the article out loud together.

VISION:

YOU CAN SEIZE ONLY
WHAT YOU CAN SEE

*A great leader's courage to fulfill his vision
comes from passion, not position.*

—John C. Maxwell

*The future belongs to those who see possibilities
before they become obvious.*

—John Sculley
Former CEO of Pepsi and Apple Computer

NO CHIPPED PAINT . . .
ALL THE HORSES JUMP

One of the great dreamers of the twentieth century was Walt Disney. Any person who could create the first sound cartoon, first all-color cartoon, and first animated feature-length motion picture is definitely someone with vision. But Disney's greatest masterpieces of vision were Disneyland and Walt Disney World. And the spark for that vision came from an unexpected place.

Back when Walt's two daughters were young, he used to take them to an amusement park in the Los Angeles area on Saturday mornings. His girls loved it, and he did too. An amusement park is a kid's paradise, with wonderful atmosphere: the smell of popcorn and cotton candy, the gaudy colors of signs advertising rides, and the sound of kids screaming as the roller coaster plummets over a hill.

Walt was especially captivated by the carousel. As he approached it, he saw a blur of bright images racing around to the tune of energetic calliope music. But when he got closer and the carousel stopped, he could see that his eye had been fooled. He observed shabby horses with cracked and chipped paint. And he

noticed that only the horses on the outside row moved up and down. The others stood lifeless, bolted to the floor.

The cartoonist's disappointment inspired him with a grand vision. In his mind's eye he could see an amusement park where the illusion didn't evaporate, where children and adults could enjoy a carnival atmosphere without the seedy side that accompanies some circuses or traveling carnivals. His dream became Disneyland. As Larry Taylor stated in *Be an Orange*, Walt's vision could be summarized as, "No chipped paint. All the horses jump."

FLESHING IT OUT

Vision is everything for a leader. It is utterly indispensable. Why? Because vision leads the leader. It paints the target. It sparks and fuels the fire within, and draws him forward. It is also the fire lighter for others who follow that leader. Show me a leader without vision, and I'll show you someone who isn't going anywhere. At best, he is traveling in circles.

To get a handle on vision and how it comes to be a part of a good leader's life, understand these things:

1. Vision Starts Within

When I'm teaching at conferences, someone will occasionally ask me to give him a vision for his organization. But I can't do it. You can't buy, beg, or borrow vision. It has to come from the inside. For Disney, vision was never a problem. Because of his creativity and desire for excellence, he always saw what *could* be.

If you lack vision, look inside yourself. Draw on your natural gifts and desires. Look to your calling if you have one. And if you still don't sense a vision of your own, then consider hooking up with a leader whose vision resonates with you. Become his partner. That's what Walt Disney's brother, Roy, did. He was a good businessman and leader who could make things happen, but Walt was the one who provided the vision. Together, they made an incredible team.

2. Vision Draws on Your History

Vision isn't some mystical quality that comes out of a vacuum, as some people seem to believe. It grows from a leader's past and the history of the people around him. That was the case for Disney. But it's true for all leaders. Talk to any leader, and you're likely to discover key events in his past that were instrumental in the creation of his vision.

3. *Vision Meets Others' Needs*

True vision is far-reaching. It goes beyond what one individual can accomplish. And if it has real value, it does more than just *include* others; it *adds value* to them. If you have a vision that doesn't serve others, it's probably too small.

4. *Vision Helps You Gather Resources*

One of the most valuable benefits of vision is that it acts like a magnet— attracting, challenging, and uniting people. It also rallies finances and other resources. The greater the vision, the more winners it has the potential to attract. The more challenging the vision, the harder the participants fight to achieve it. Edwin Land, the founder of Polaroid, advised, “The first thing you do is teach the person to feel that the vision is very important and nearly impossible. That draws out the drive in winners.”

REFLECTING ON IT

Where does vision come from? To find the vision that is indispensable to leadership, you have to become a good listener. You must listen to several voices.

The Inner Voice

As I have already said, vision starts within. Do you know your life's mission? What stirs your heart? What do you dream about? If what you're pursuing in life doesn't come from a desire within—from the very depths of who you are and what you believe—you will not be able to accomplish it.

The Unhappy Voice

Where does inspiration for great ideas come from? From noticing what *doesn't* work. Discontent with the *status quo* is a great catalyst for vision. Are you on complacent cruise control? Or do you find yourself itching to change your world? No great leader in history has fought to prevent change.

The Successful Voice

Nobody can accomplish great things alone. To fulfill a big vision, you need a good team. But you also need good advice from someone who is ahead of you in the leadership journey. If you want to lead others to greatness, find a mentor. Do you have an adviser who can help you sharpen your vision?

The Higher Voice

Although it's true that your vision must come from within, you shouldn't let it be confined by your limited capabilities. A truly valuable vision must have God in it. Only He knows your full capabilities. Have you looked beyond yourself, even beyond your own lifetime, as you've sought your vision? If not, you may be missing your true potential and life's best for you.

BRINGING IT HOME

To improve your vision, do the following:

- *Measure yourself.* If you have previously thought about the vision for your life and articulated it, measure how well you are carrying it out. Talk to several key people, such as your spouse, a close friend, and key employees, asking them to state what they think your vision is. If *they* can articulate it, then *you* are probably living it.
- *Write it down.* If you've thought about your vision but never put it in writing, take the time to do it today. Writing clarifies your thinking. Once you've written it, evaluate whether it is worthy of your life's best.

And then pursue it with all you've got.

- *Do a gut check.* If you haven't done a lot of work on vision, spend the next several weeks or months thinking about it. Consider what really impacts you at a gut level.

What makes you cry? _____

What makes you dream? _____

What gives you energy? _____

Also think about what you'd like to see change in the world around you. What do you see that isn't—but could be? Once your ideas start to become clearer, write them down and talk to a mentor about them.

DAILY TAKE-AWAY

From 1923 to 1955, Robert Woodruff served as president of Coca-Cola. During that time, he wanted Coca-Cola to be available to every American serviceman around the world for five cents, no matter what it cost the company. What a bold goal! But it was nothing compared to the bigger picture he could

see in his mind's eye. In his lifetime, he wanted every person in the *world* to have tasted Coca-Cola. When you look deep into your heart and soul for a vision, what do *you* see?

T.I.P. MORNING MOTIVATIONAL

CHAPTER 21—VISION: YOU CAN SEIZE ONLY WHAT YOU CAN SEE

Instructions:

1. Read the Morning Motivational for the day (approximately 10 minutes).
2. Underline key words—especially words you do not understand.
3. Try to guess the meaning of the words you do not understand. Do not use a dictionary (electronic or otherwise).
4. Read the questions below. Write notes (not sentences) for discussion later on.
5. Find a partner, and then begin the discussion. There is no need to finish all the questions.

Discussion:

1. In your own words, summarize the article and tell it to your partner.
2. Share with your partner the idea you liked best in the article.
3. How do you define vision? How would you describe a visionary leader?
4. Maxwell says, “A great leader’s courage to fulfill comes from passion, not position.” Do you agree or disagree? Why?
5. Who is one of the greatest dreamers of the 20th Century, according to the author? What were two of the greatest masterpieces of his vision?
6. Retell his early experiences with amusement parks with his two young daughters. What especially captivated his attention and how did that inspire his grand vision?
7. According to the author, how does vision become a part of a good leader’s life? Discuss the four aspects of vision with you partner.
8. To what “voices” do you listen to help determine the vision for your life (inner, unhappy, successful, and higher)?
9. If there is time, go to the vocabulary words you underlined because you were not sure of the meaning. Try to guess the meaning and share it with your partner.
10. If there is still time, read the article out loud together.

CONCLUSION

I hope you have enjoyed reading *The 21 Indispensable Qualities of a Leader* and have benefited from doing the exercises in the “Bringing It Home” section of each chapter. These assignments are designed to help you get a handle on each quality and start you on the process of continuous personal growth in your life.

I want to encourage you to keep growing as a leader. Review this book periodically to measure how you’re developing. And put yourself on a regular program where you consistently read books, listen to tapes, and attend conferences that stretch you. If you’re looking for resources to help you with that process, contact my organization.

We’ll be glad to send you a catalog and current conference schedule. I also want to encourage you to find other leaders who will mentor you in person or through books and tapes. The only way to become the kind of leader that people want to follow is to keep growing and learning about leadership. Good luck in your journey.

For more information, visit
www.MaximumImpact.com

SELECTIONS FROM

RELATIONSHIPS

101

WHAT EVERY LEADER NEEDS TO KNOW

PUBLISHER'S PREFACE

No one undertakes a journey alone. We depend upon others constantly—in ways both tangible and intangible—to move us toward our destination. We cannot succeed without the help of others, but forming positive relationships can be a challenge. In *Relationships 101*, John Maxwell reveals the secrets behind connecting with other people. He points out the barriers to relationships, emphasizes the shared needs among people, and describes the ways to connect with others on many different levels. Naturally, he also shows how relationships impact leadership. Most of all, he explains how relationships help us reach our fullest potential.

As America's leadership expert, Dr. Maxwell has spent a lifetime helping others become successful. Through this series of books, his goal is to help others become a REAL success in four crucial areas: Relationships, Equipping, Attitude, and Leadership. *Relationships 101* provides the fundamentals you need to master relationship skills. *Equipping 101*, *Attitude 101*, and *Leadership 101* will give you the other skills you need to reach your goals.

We are delighted to publish *Relationships 101* because we recognize the significance of positive relationships in every aspect of life. Building positive relationships with others involves risk, but Dr. Maxwell shows that the rewards outweigh that risk. This short course on relationships will equip you with valuable skills for connecting with others as you journey toward success.

PART I

THE NATURE
OF RELATIONSHIPS

WHY ARE RELATIONSHIPS IMPORTANT TO SUCCESS?

Relationships are the glue that holds team members together.

In the early 1960s, Michael Deaver was a young man with a political bent looking for a leader he could believe in and follow. The person he found was an actor-turned-politician named Ronald Reagan. In 1966, Reagan was elected governor of California, an office he would hold for two terms, from 1967 to 1975. During that tenure, Deaver became Reagan's deputy chief of staff, an office he also held when Reagan became the nation's fortieth president.

Deaver admired many things about the man he worked with for thirty years: his convictions and love of country, his understanding of himself, his skill as a communicator, and his honesty. Deaver said, "I would go so far as to say that he was actually incapable of dishonesty."¹ But perhaps what was most impressive about Ronald Reagan was his ability to relate to people.

Deaver commented, "Ronald Reagan was one of the shyest men I'd ever met."² Yet the president was able to connect with anyone, whether a head of state, a blue-collar worker, or a feisty member of the press. When asked about why Reagan had such rapport with the press corps, Deaver remarked, "Well, Reagan basically liked people, whether they were part of the press corps or whether they were just ordinary people. That comes through. While many of the press wouldn't agree with Reagan's policy, they genuinely liked him as a person."³ Part of Reagan's skill came from his natural charisma and glib verbal aptitude developed in Hollywood. But even greater was his ability to relate to people, something he honed while traveling the country for a decade as the spokesman for General Electric.

It's said that Reagan could make anyone feel like his best friend, even someone he'd never met before. But more important, he connected with the people closest to him. He truly cared about the people on his team. "The chief of staff, or the gardener, or a secretary would all be treated the same, as far as he was concerned," remembered Deaver. "They were all important."⁴ Deaver

related a story that tells much about the connection the two men experienced. In 1975, Reagan gave a speech to a group of conservation-minded hunters in San Francisco, and the organization gave him a small bronze lion as a gift. At the time, Deaver admired it and told Governor Reagan how beautiful he thought it was.

Ten years later, Deaver prepared to bring his service to President Reagan to an end after having written his letter of resignation. Reagan asked Deaver to come to the Oval Office the next morning. As the deputy chief of staff entered the room, the president stood in front of his desk to greet him.

“Mike,” he said, “all night I’ve been trying to think of something to give you that would be a reminder of all the great times we had together.” Then Reagan turned around and picked up something from his desk. “You kinda liked this little thing, as I recall,” the president said, his eyes moist. And he handed the bronze lion to Deaver, who was totally overcome. He couldn’t believe that Reagan had remembered that about him all those years. That lion has held a place of honor in Deaver’s home ever since.

SOLID RELATIONSHIPS

Everyone liked being around Ronald Reagan because he loved people and connected with them. He understood that relationships were the glue that held his team members together—the more solid the relationships, the more cohesive his team.

Just about everything you do depends on teamwork. It doesn’t matter whether you are a leader or follower, coach or player, teacher or student, parent or child, CEO or nonprofit worker; you will be involved with other people. The question is, will your involvement with others be successful? Your best chance for leadership also depends upon connecting with those on your team. Here is how you know whether you have built solid relationships with others. Look for the following five characteristics in your relationships:

1. Respect

When it comes to relationships, everything begins with respect, with the desire to place value on other people. Human relations author Les Giblin said, “You can’t make the other fellow feel important in your presence if you secretly feel that he is a nobody.”

The thing about respect is that you should show it to others, even before they have done anything to warrant it, simply because they are human beings. But at

the same time, you should always expect to have to earn it from others. And the place you earn it the quickest is on difficult ground.

2. Shared Experiences

Respect can lay the foundation for a good relationship, but it alone is not enough. You can't be relational with someone you don't know. It requires shared experiences over time. And that's not always easy to achieve. For example, right after Brian Billick, coach of the Baltimore Ravens, won the 2001 Super Bowl, he was asked about the team's chances for repeating a championship season. He commented that it would be very difficult. Why? Because 25 to 30 percent of the team changes every year. Newer players don't have the shared experiences with the team that are needed to succeed.

3. Trust

When you respect people and you spend enough time with them to develop shared experiences, you are in a position to develop trust. Trust is essential to all good relationships. Scottish poet George MacDonald observed, "To be trusted is a greater compliment than to be loved." Without trust, you cannot sustain any kind of relationship.

4. Reciprocity

One-sided personal relationships don't last. If one person is always the giver and the other is always the receiver, then the relationship will eventually disintegrate. The same is true of all relationships, including those on a team. For people to improve relationally, there has to be give-and-take so that everyone benefits as well as gives. Remember to ask your teammates, colleagues, and friends questions about their hopes, desires, and goals. Give people your full attention. Show others you care about them.

5. Mutual Enjoyment

When relationships grow and start to get solid, the people involved begin to enjoy each other. Just being together can turn even unpleasant tasks into positive experiences.

How are you doing when it comes to being relational? Do you spend a lot of time and energy building solid relationships, or are you so focused on results that you tend to overlook (or overrun) others? If the latter is true of you, think about the wise words of George Kienzle and Edward Dare in *Climbing the Executive*

Ladder: “Few things will pay you bigger dividends than the time and trouble you take to understand people. Almost nothing will add more to your stature as an executive and a person. Nothing will give you greater satisfaction or bring you more happiness.” Becoming a highly relational person brings individual and team success.

T.I.P. MORNING MOTIVATIONAL

CHAPTER 1: WHY ARE RELATIONSHIPS
IMPORTANT TO SUCCESS?

Instructions:

1. Read the Morning Motivational for the day (approximately 10 minutes).
2. Underline key words—especially words you do not understand.
3. Try to guess the meaning of the words you do not understand. Do not use a dictionary (electronic or otherwise).
4. Read the questions below. Write notes (not sentences) for discussion later on.
5. Find a partner, and then begin the discussion. There is no need to finish all the questions.

Discussion:

1. In your own words, summarize the article and tell it to your partner.
2. Share with your partner the idea you liked best in the article.
3. The author says, ‘Relationships are the glue that hold team members together.’ What does he mean?
4. What did Deaver admire about Ronald Reagan?
5. Why was Reagan successful in his relationships?
6. Why do you think relationships are important to success in life? In teamwork?
7. What are the five characteristics listed to describe “solid relationships?”
8. Which characteristics best describe your relationships? Which characteristics would you like to improve upon in your relationships?
9. If there is time, go to the vocabulary words you underlined because you were not sure of the meaning. Try to guess the meaning and share it with your partner.
10. If there is still time, read the article out loud together.

PART II

THE BUILDING BLOCKS OF RELATIONSHIPS

HOW CAN I ENCOURAGE OTHERS?

*Believing in people before they have proved themselves
is the key to motivating people to reach their potential.*

Everyone loves encouragement. It lifts them up when they're down and motivates them when they're feeling discouraged. To be an encourager, you need to believe the best in people, to have faith in them. In fact, faith is essential for building and maintaining all positive relationships, yet it's a scarce commodity today. Take a look at the following four facts about faith:

1. Most People Don't Have Faith in Themselves

Not long ago I saw a *Shoe* comic strip by Jeff MacNelly that showed Shoe, the crusty newspaper editor, standing on the mound in a baseball game. His catcher says to him, "You've got to have faith in your curve ball." In the next frame Shoe remarks, "It's easy for him to say. When it comes to believing in myself, I'm an agnostic."

That's the way too many people feel today. They have trouble believing in themselves. They believe they will fail. Even when they see a light at the end of the tunnel, they're convinced it's a train. They see a difficulty in every responsibility. But the reality is that difficulties seldom defeat people; lack of faith in themselves usually does it. With a little faith in themselves, people can do miraculous things. But without, they have a really tough time.

2. Most People Don't Have Someone Who Has Faith in Them

In *Just for Today*, James Keller tells this story: "A sidewalk flower vendor was not doing any business. Suddenly a happy thought struck him and he put up this sign. 'This gardenia will make you feel important all day long for 10 cents.' All at once his sales began to increase."

In our society today, most people feel isolated. The strong sense of community that was once enjoyed by most Americans has become rare. And many people don't have the family support that was more common thirty or forty years ago. For example, evangelist Bill Glass noted, "Over 90 percent of prison inmates

were told by parents while growing up, ‘They’re going to put you in jail.’” Instead of teaching their children to believe in themselves, some parents are tearing them down. For many people, even those who are closest to them don’t believe in them. They have no one on their side. No wonder even a little thing like a flower can make a difference in how a person approaches the day.

3. Most People Can Tell When Someone Else Has Faith in Them

People’s instincts are pretty good at knowing when others have faith in them. They can sense if your belief is genuine or phony. And truly having faith in someone can change his or her life.

In his book *Move Ahead with Possibility Thinking*, my friend Robert Schuller, pastor of the Crystal Cathedral in Garden Grove, California, tells a wonderful story about an incident that changed his life as a boy. It occurred when his uncle had faith in him and showed it in his words and actions:

His car drove past the unpainted barn and stopped in a cloud of summer dust at our front gate. I ran barefooted across the splintery porch and saw my uncle Henry bound out of the car. He was tall, very handsome, and terribly alive with energy. After many years overseas in China, he was visiting our Iowa farm. He ran up to the old gate and put both of his big hands on my four-year-old shoulders. He smiled widely, ruffled my uncombed hair, and said, “Well! I guess you’re Robert! I think you are going to be a preacher someday.” That night I prayed secretly, “And dear God, make me a preacher when I grow up!” I believe that God made me a POSSIBILITY THINKER then and there.

Always remember that your goal is not to get people to think more highly of you. It’s to get them to think more highly of themselves. Have faith in them, and they will begin to do exactly that.

4. Most People Will Do Anything to Live Up to Your Faith in Them

People rise or fall to meet your level of expectations for them. If you express skepticism and doubt in others, they will return your lack of confidence with mediocrity. But if you believe in them and expect them to do well, they will go the extra mile trying to do their best. And in the process, they and you benefit. John H. Spalding expressed the thought this way: “Those who believe in our ability do more than stimulate us. They create for us an atmosphere in which it becomes easier to succeed.”

HOW TO BECOME A BELIEVER IN PEOPLE

I’m fortunate because I grew up in a positive, affirming environment. As a result, I have an easy time believing in people and expressing that belief. But I

realize that not everyone had the benefit of a positive upbringing. Most people need to *learn* how to have faith in others. To build your belief in others, try using these suggestions, created using the initial letters of the word *BELIEVE*.

Believe in Them Before They Succeed

Everyone loves a winner. It's easy to have faith in people who have already proved themselves. It's much tougher to believe in people *before* they have proved themselves. But that is the key to motivating people to reach their potential. You have to believe in them first, before they become successful, and sometimes before you can persuade them to believe in themselves.

Some people in your life desperately want to believe in themselves but have little hope. As you interact with them, remember the motto of French World War I hero Marshal Ferdinand Foch: "There are no hopeless situations; there are only men and women who have grown hopeless about them." Every person has seeds of greatness within, even though they may currently be dormant. But when you believe in people, you water the seeds and give them the chance to grow.

Emphasize Their Strengths

Many people mistakenly think that to build relationships and be influential, they have to be an "authority" and point out others' deficiencies. People who try that approach become like Lucy from the comic strip *Peanuts* by Charles Schulz. In one strip Lucy told poor Charlie Brown, "You're in the shadow of your own goal posts! You are a miscue! You are three putts on the eighteenth green! You are a seven-ten split in the tenth frame. . . . You are a missed free throw, a shanked nine iron and a called third strike! Do you understand? Have I made myself clear?" That's hardly a way to positively impact the life of another person!

The road to building positive relationships lies in exactly the opposite direction. The best way to show people your faith in them and motivate them is to focus your attention on their strengths. According to author and advertising executive Bruce Barton, "Nothing splendid has ever been achieved except by those who dared believe that something inside them was superior to circumstances." By emphasizing people's strengths, you're helping them believe that they possess what they need to succeed.

Praise them for what they do well, both privately and publicly. Tell them how much you appreciate their positive qualities and their skills. And anytime you have the opportunity to compliment and praise them in the presence of their family and close friends, do it.

List Their Past Successes

Even when you emphasize people's strengths, they may need further encouragement to show them you believe in them and to get them motivated. Entrepreneur Mary Kay Ash, founder of Mary Kay cosmetics, advised, "Everyone has an invisible sign hanging from his neck saying, 'Make me feel important!' Never forget this message when working with people." One of the best ways to do that is to help people remember their past successes.

The account of David and Goliath presents a classic example of how past successes can help a person have faith in himself. You may remember the story from the Bible. A nine-foot-tall Philistine champion named Goliath stood before the army of Israel and taunted them every day for forty days, daring them to send out a warrior to face him. On the fortieth day a young shepherd named David came to the front lines to deliver food to his brothers, who were in Israel's army. While he was there, he witnessed the giant's contemptuous display of taunts and challenges. David was so infuriated that he told King Saul he wanted to face the giant in battle. Here's what happened next:

Saul replied, "You are not able to go out against this Philistine and fight him; you are only a boy, and he has been a fighting man from his youth." But David said to Saul, "Your servant has been keeping his father's sheep. When a lion or a bear came and carried off a sheep from the flock, I went after it, struck it and rescued the sheep from its mouth. When it turned on me, I seized it by its hair, struck it and killed it. Your servant has killed both the lion and the bear. . . . The LORD who delivered me from the paw of the lion and the paw of the bear will deliver me from the hand of this Philistine."¹

David looked back on his past successes, and he had confidence in his future actions. And of course, when he faced the giant, he felled him like a tree, using nothing but a rock and sling. And when he cut off Goliath's head his success inspired his fellow countrymen; they routed the Philistine army.

Not everyone has the natural ability to recognize past successes and draw confidence from them. Some people need help. If you can show others that they have done well in the past and help them see that their past victories have paved the way for future success, they'll be better able to move into action. Listing past successes helps others believe in themselves.

Instill Confidence When They Fail

When you have encouraged people and put your faith in them, and they begin to believe they can succeed in life, they soon reach a critical crossroads. The first time or two that they fail—and they will fail because it's a part of life—they have two choices. They can give in or go on.

Some people are resilient and willing to keep trying in order to succeed, even when they don't see immediate progress. But others aren't that determined. Some will collapse at the first sign of trouble. To give them a push and inspire them, you need to keep showing your confidence in them, even when they're making mistakes or doing poorly.

One of the ways to do that is to tell about your past troubles and traumas. Sometimes people think that if you're currently successful, you have always been that way. They don't realize that you have had your share of flops, failures, and fumbles. Show them that success is a journey—a process, not a destination. When they realize that you have failed and yet still managed to succeed, they'll realize that it's okay to fail. And their confidence will remain intact. They will learn to think the way baseball legend Babe Ruth did when he said, "Never let the fear of striking out get in the way."

Experience Some Wins Together

It's not enough just knowing failure is a part of moving forward in life. To really become motivated to succeed, people need to believe they can win.

Winning is motivation. Novelist David Ambrose acknowledged this truth: "If you have the will to win, you have achieved half your success; if you don't, you have achieved half your failure." Coming alongside others to help them experience some wins with you gives them reasons to believe they will succeed. And in the process, they sense victory. That's when incredible things begin to happen in their lives.

To help people believe they can achieve victory, put them in a position to experience small successes. Encourage them to perform tasks or take on responsibilities you know that they can handle and do well. And give them the assistance they need to succeed. In time as their confidence grows, they will take on more difficult challenges, but they will be able to face them with confidence and competence because of the positive track record they're developing.

Visualize Their Future Success

An experiment performed with laboratory rats measured their motivation to live under different circumstances. Scientists dropped a rat into a jar of water that had been placed in total darkness, and they timed how long the animal would continue swimming before it gave up and allowed itself to drown. They found that the rat lasted little more than three minutes.

Then they dropped another rat into the same kind of jar, but instead of placing it in total darkness, they allowed a ray of light to shine into it. Under those circumstances, the rat kept swimming for thirty-six hours. That's more than

seven hundred times longer than the one in the dark! Because the rat could see, it continued to have hope.

If that is true of laboratory animals, think of how strong the effect of visualization can be on people, who are capable of higher reasoning. It's been said that a person can live forty days without food, four days without water, four minutes without air, but only four seconds without hope. Each time you cast a vision for others and paint a picture of their future success, you build them up, motivate them, and give them reasons to keep going.

Expect a New Level of Living

German statesman Konrad Adenaur observed: "We all live under the same sky, but we don't all have the same horizon." Make it your goal to help others see beyond today and their current circumstances and dream big dreams. When you put your faith in people, you help them expand their horizons and motivate them to move to a whole new level of living.

Putting your faith in others involves taking a chance. But the rewards outweigh the risks. Robert Louis Stevenson said, "To be what we are, and to become what we are capable of becoming, is the only end of life." When you put your faith in others, you help them reach their potential. You become an important relationship in their lives—and they in yours.

T.I.P. MORNING MOTIVATIONAL

CHAPTER 3: HOW CAN I ENCOURAGE OTHERS?

Instructions:

1. Read the Morning Motivational for the day (approximately 10 minutes).
2. Underline key words—especially words you do not understand.
3. Try to guess the meaning of the words you do not understand. Do not use a dictionary (electronic or otherwise).
4. Read the questions below. Write notes (not sentences) for discussion later on.
5. Find a partner, and then begin the discussion. There is no need to finish all the questions.

Discussion:

1. In your own words, summarize the article and tell it to your partner.
2. Share with your partner the idea you liked best in the article.
3. What is encouragement? What qualities are necessary to be an encourager of others?
4. According to the author, what is essential for “building and maintaining all positive relationships?”
5. Identify and discuss the four facts about “faith.” How would you define faith as described in this chapter? Can you think of other synonyms for “faith” as described here?
6. Do you have faith in yourself to accomplish great things in your life? Studies? Work?
7. John H. Spalding said, “Those who believe in our ability do more than stimulate us. They create for us an atmosphere in which it becomes easier to succeed.” Do you agree? How could you make it easier for others to succeed in T.I.P.?
8. Read together out loud the headings with key phrases beginning with the letters B – E – L – I – E – V – E and the last article entitled expect a new level of living.
9. Speak a word of encouragement to your partner about their English

studies. 10. If there is time, go to the vocabulary words you underlined because you were not sure of the meaning. Try to guess the meaning and share it with your partner.

HOW CAN I BECOME
A BETTER LISTENER?
(PART I)

Treat every person as if he or she were the most important person in the world.

Edgar Watson Howe once joked, “No man would listen to you talk if he didn’t know it was his turn next.” Unfortunately, that accurately describes the way too many people approach communication—they’re too busy waiting for their turn to really listen to others. But successful people understand the incredible value of becoming a good listener.

The ability to skillfully listen is the foundation to building positive relationships with others. When Lyndon B. Johnson was a junior senator from Texas, he kept a sign on his office wall that read, “You ain’t learnin’ nothin’ when you’re doin’ all the talkin’.” And Woodrow Wilson, the twenty-eighth American president, once said, “The ear of the leader must ring with the voices of the people.”

THE VALUE OF LISTENING

Consider these benefits to listening:

Listening Shows Respect

A mistake that people often make in communicating is trying very hard to impress the other person. They try to make themselves appear smart, witty, or entertaining. But if you want to relate well to others, you have to be willing to focus on what they have to offer. Be *impressed* and *interested*, not *impressive* and *interesting*. Poet-philosopher Ralph Waldo Emerson acknowledged, “Every man I meet is in some way my superior, and I can learn of him.” Remember that and listen, and the lines of communication will really open up.

Listening Builds Relationships

Dale Carnegie, author of *How to Win Friends and Influence People*, advised, “You can make more friends in two weeks by becoming a good listener than you can in two years trying to get people interested in you.” Carnegie was incredibly gifted at understanding relationships. He recognized that people who are self-focused and who talk about themselves and their concerns all the time rarely develop strong relationships with others. David Schwartz noted in *The Magic of Thinking Big*, “Big people monopolize the listening. Small people monopolize the talking.”

By becoming a good listener, you are able to connect with others on more levels and develop stronger, deeper relationships because you are meeting a need. Author C. Neil Strait pointed out that “everyone needs someone who he feels really listens to him.” When you become that important listener, you help that person.

Listening Increases Knowledge

Wilson Mizner said, “A good listener is not only popular everywhere, but after a while he knows something.” It’s amazing how much you can learn about your friends and family, your job, the organization you work in, and yourself when you decide to really listen to others. But not everyone clues into this benefit. For example, I once heard a story about a tennis pro who was giving a lesson to a new student. After watching the novice take several swings at the tennis ball, the pro stopped him and suggested ways he could improve his stroke. But each time he did, the student interrupted him, gave a different opinion of the problem, and stated how it should be solved. After several interruptions, the pro began to nod his head in agreement.

When the lesson ended, a woman who had been watching said to the pro, “Why did you go along with that arrogant man’s stupid suggestions?”

The pro smiled and replied, “I learned a long time ago that it is a waste of time to try to sell real *answers* to anyone who just wants to buy echoes.”

Beware of putting yourself into a position where you think you know all the answers. Anytime you do, you’ll be putting yourself in danger. It’s almost impossible to think of yourself as “the expert” and continue growing and learning at the same time. All great learners are great listeners.

One common problem as people gain more authority is that they often listen to others less and less, especially the people who report to them. While it’s true that the higher you go, the less you are required to listen to others, it’s also true that your need for good listening skills increases. The farther you get from the

front lines, the more you have to depend on others to get reliable information. Only if you develop good listening skills early, and then continue to use them, will you be able to gather the information you need to succeed.

As you proceed through life and become more successful, don't lose sight of your need to keep growing and improving yourself. And remember, a deaf ear is evidence of a closed mind.

Listening Generates Ideas

Good companies have a reputation for listening to their people. Brinker International, owner of Chili's, On the Border, Romano's Macaroni Grill, and other restaurant chains, is one of the nation's best-run food service chains according to *Restaurants and Institutions* magazine. Almost 80 percent of its restaurants' menu items have come from suggestions made by unit managers.

What's good for effective companies is good for individuals. When you consistently listen to others, you never suffer for ideas. People love to contribute, especially when their leader shares the credit with them. If you give people opportunities to share their thoughts, and you listen with an open mind, there will always be a flow of new ideas. And even if you hear ideas that won't work, just listening to them can often spark other creative thoughts in you and others. You'll never know how close you are to a million-dollar idea unless you're willing to listen.

Listening Builds Loyalty

A funny thing happens when you don't make a practice of listening to people. They find others who will. Anytime employees, spouses, colleagues, children, or friends no longer believe they are being listened to, they seek out people who will give them what they want. Sometimes the consequences can be disastrous: the end of a friendship, lack of authority at work, lessened parental influence, or the breakdown of a marriage.

On the other hand, practicing good listening skills draws people to you. Everyone loves a good listener and is attracted to him or her. And if you consistently listen to others, valuing them and what they have to offer, they are likely to develop a strong loyalty to you, even when your authority with them is unofficial or informal.

Listening Is a Great Way to Help Others and Yourself

Roger G. Imhoff urged, "Let others confide in you. It may not help you, but it will surely help them." At first glance, listening to others may appear to benefit only them. But when you become a good listener, you put yourself in a position

to help yourself too. You have the ability to develop strong relationships, gather valuable information, and increase your understanding of yourself and others.

T.I.P. MORNING MOTIVATIONAL

CHAPTER 5: HOW CAN I BECOME A BETTER LISTENER? (PART 1)

Instructions:

1. Read the Morning Motivational for the day (approximately 10 minutes).
2. Underline key words—especially words you do not understand.
3. Try to guess the meaning of the words you do not understand. Do not use a dictionary (electronic or otherwise).
4. Read the questions below. Write notes (not sentences) for discussion later on.
5. Find a partner, and then begin the discussion. There is no need to finish all the questions.

Discussion:

1. In your own words, summarize the article and tell it to your partner.
2. Share with your partner the idea you liked best in the article.
3. Edgar Watson Howe said, “No man would listen to you talk if he didn’t know it was his turn next.” What can you learn from this saying?
4. President Lyndon Johnson said, “You ain’t learnin’ nothin’ when you’re doin’ all the talking.” Do you agree?
5. There are two approaches when talking to people: “Be impressive and interesting” or “be impressed and interested.” Explain each approach and discuss which one gives you a better result.
6. There are six benefits if you learn to be a good listener. Take turns and summarize each benefit.
7. If there is time, go to the vocabulary words you underlined because you were not sure of the meaning. Try to guess the meaning and share it with your partner.
8. If there is still time, read the article out loud together.

HOW CAN I BECOME
A BETTER LISTENER?
(PART II)

HOW TO DEVELOP LISTENING SKILLS

To become a good listener, you have to want to hear. But you also need some skills to help you. Here are nine suggestions to help you become a better listener:

1. Look at the Speaker

The whole listening process begins with giving the other person your undivided attention. As you interact with someone, don't catch up on other work, shuffle papers, do the dishes, or watch television. Set aside the time to focus only on the other person. And if you don't have the time at that moment, then schedule it as soon as you can.

2. Don't Interrupt

Most people react badly to being interrupted. It makes them feel disrespected. And according to Robert L. Montgomery, author of *Listening Made Easy*, "It's just as rude to step on other people's ideas as it is to step on their toes."

People who tend to interrupt others generally do so for one of these reasons:

- They don't place enough value on what the other person has to say.
- They want to impress others by showing how smart and intuitive they are.
- They're too excited by the conversation to let the other person finish talking.

If you are in the habit of interrupting other people, examine your motives and determine to make a change. Give people the time they need to express themselves. And don't feel that one of you has to speak all the time. Periods of silence can give you a chance to reflect on what's been said so that you can respond appropriately.

3. Focus on Understanding

Have you ever noticed how quickly most people forget the things they hear? Studies at institutions such as Michigan State, Ohio State, Florida State, and the University of Minnesota indicate that most people can recall only 50 percent of what they hear immediately after hearing it. And as the time passes, their ability to remember continues to drop. By the next day, their retention is usually down to 25 percent.

One way to combat that tendency is to aim for understanding rather than just remembering the facts. Lawyer, lecturer, and author Herb Cohen emphasized, “Effective listening requires more than hearing the words transmitted. It demands that you find meaning and understanding in what is being said. After all, meanings are not in words, but in people.”

4. Determine the Need at the Moment

A lot of men and women find themselves in conflict because they occasionally communicate at cross-purposes. They neglect to determine the need of the other person at the moment of interaction. Men usually want to fix any problems they discuss; their need is resolution. Women, on the other hand, are more likely to tell about a problem simply to share it; they neither request nor desire solutions. Anytime you can determine the current need of the people you’re communicating with, you can put whatever they say into the appropriate context. And you will be better able to understand them.

5. Check Your Emotions

Most people carry around emotional baggage that causes them to react to certain people or situations. Sigmund Freud states, “A man with a toothache cannot be in love,” meaning that the toothache doesn’t allow him to notice anything other than his pain. Similarly, anytime a person has an ax to grind, the words of others are drowned out by the sound of the grindstone.

Anytime that you become highly emotional when listening to another person, check your emotions—especially if your reaction seems to be stronger than the situation warrants. You don’t want to make an unsuspecting person the recipient of your venting. Besides, even if your reactions are not due to an event from your past, you should always allow others to finish explaining their points of view, ideas, or convictions before offering your own.

6. Suspend Your Judgment

Have you ever begun listening to another person tell a story and started to respond to it before he or she was finished? Just about everyone has. But the truth is that you can’t jump to conclusions and be a good listener at the same

time. As you talk to others, wait to hear the whole story before you respond. If you don't, you may miss the most important thing they intend to say.

7. Sum Up at Major Intervals

Experts agree that listening is most effective when it's active. John H. Melchinger suggests, "Comment on what you hear, and individualize your comments. For example, you can say, 'Cheryl, that's obviously very important to you.' It will help keep you on track as a listener. Get beyond, 'That's interesting.' If you train yourself to comment meaningfully, the speaker will know you are listening and may offer further information."

A technique for active listening is to sum up what the other person says at major intervals. As the speaker finishes one subject, paraphrase his or her main points or ideas before going on to the next one, and verify that you have gotten the right message. Doing that reassures the person and helps you stay focused on what he or she is trying to communicate.

8. Ask Questions for Clarity

Have you ever noticed that top reporters are excellent listeners? Take someone like Barbara Walters, for example. She looks at the speaker, focuses on understanding, suspends judgment, and sums up what the person has to say. People trust her and seem to be willing to tell her just about anything. But she practices another skill that helps her to gather more information and increase her understanding of the person she is interviewing. She asks good questions.

If you want to become an effective listener, become a good reporter—not a stick-the-microphone-in-your-face-and-bark-questions-at-you reporter, but someone who gently asks follow-up questions and seeks clarification. If you show people how much you care and ask in a nonthreatening way, you'll be amazed by how much they'll tell you.

9. Always Make Listening Your Priority

The last thing to remember when developing your listening skills is to make listening a priority, no matter how busy you become or how far you rise in your organization. A remarkable example of a busy executive who made time for listening was the late Sam Walton, founder of Wal-Mart and one of the richest men in America. He believed in listening to what people had to say, especially his employees. He once flew his plane to Mt. Pleasant, Texas, landed, and gave instructions to his copilot to meet him about one hundred miles down the road. He then rode in a Wal-Mart truck just so that he could chat with the driver. We should all give listening that kind of priority.

Many people take for granted the ability to listen. Most people consider listening to be easy, and they view themselves as pretty good listeners. But while it's true that most people are able to hear, fewer are capable of really listening. However, it's never too late to become a good listener. It can change your life—and the lives of the people in your life.

T.I.P. MORNING MOTIVATIONAL

CHAPTER 5: HOW CAN I BECOME A BETTER LISTENER? (PART 2)

Instructions:

1. Read the Morning Motivational for the day (approximately 10 minutes).
2. Underline key words—especially words you do not understand.
3. Try to guess the meaning of the words you do not understand. Do not use a dictionary (electronic or otherwise).
4. Read the questions below. Write notes (not sentences) for discussion later on.
5. Find a partner, and then begin the discussion. There is no need to finish all the questions.

Discussion:

1. In your own words, summarize the article and tell it to your partner.
2. Share with your partner the idea you liked best in the article.
3. According to the author, knowing what people need and want is the key to understanding them. What are the five points the author uses to summarize this?
4. In order to understand your partner better, ask him or her to tell you one thing he or she needs and one thing he or she wants. Now do you feel like you understand your partner better?
5. The author says different people are motivated in different ways. Some people work harder for more money, others for more attention or recognition, and others for gifts or vacations. Students often work harder for good grades. What motivates you to work harder?
6. The author says, “Once you understand people and believe in them, they really can become somebody. And it doesn’t take much effort to help other people feel important. Little things, done deliberately at the right time, can make a big difference.” What’s a little thing you can do to

make someone feel important?

7. There are nine skills to becoming a better listener. Which ones do you need to work on?
8. If there is time, go to the vocabulary words you underlined because you were not sure of the meaning. Try to guess the meaning and share it with your partner.
9. If there is still time, read the article out loud together.

PART III

THE GROWTH
OF RELATIONSHIPS

HOW CAN I BUILD
TRUST WITH OTHERS?

*When your words and actions match,
people know they can trust you.*

In his best-selling book *The Seven Habits of Highly Effective People*, Stephen Covey wrote about the importance of integrity to a person's success:

If I try to use human influence strategies and tactics of how to get other people to do what I want, to work better, to be more motivated, to like me and each other— while my character is fundamentally flawed, marked by duplicity or insincerity— then, in the long run, I cannot be successful. My duplicity will breed distrust, and everything I do—even using so-called good human relations techniques—will be perceived as manipulative.

It simply makes no difference how good the rhetoric is or even how good the intentions are; if there is little or no trust, there is no foundation or permanent success. Only basic goodness gives life to technique.¹ Integrity is crucial for business and personal success. A joint study conducted by the UCLA Graduate School of Management and Korn/Ferry International of New York City surveyed 1,300 senior executives. Seventy-one percent of them said that integrity was the quality most needed to succeed in business. And a study by the Center for Creative Research discovered that though many errors and obstacles can be overcome by a person who wants to rise to the top of an organization, that person is almost never able to move up in the organization if he compromises his integrity by betraying a trust.

INTEGRITY IS ABOUT THE SMALL THINGS

Integrity is important to building relationships. And it is the foundation upon which many other qualities for success are built, such as respect, dignity, and trust. If the foundation of integrity is weak or fundamentally flawed, then success becomes impossible. As author and friend Cheryl Biehl points out, “One

of the realities of life is that if you can't trust a person at all points, you can't truly trust him or her at any point." Even people who are able to hide their lack of integrity for a period of time will eventually experience failure, and their relationships will suffer.

It's crucial to maintain integrity by taking care of the little things. Many people misunderstand that. They think they can do whatever they want when it comes to the small things because they believe that as long as they don't have any major lapses, they're doing well. But ethical principles are not flexible. A little white lie is still a lie. Theft is theft—whether it's \$1, \$1,000, or \$1 million. Integrity commits itself to character over personal gain, to people over things, to service over power, to principle over convenience, to the long view over the immediate.

Nineteenth-century clergyman Philips Brooks maintained, "Character is made in the small moments of our lives." Anytime you break a moral principle, you create a small crack in the foundation of your integrity. And when times get tough, it becomes harder to act with integrity, not easier. Character isn't created in a crisis; it only comes to light. Everything you have done in the past—and the things you have neglected to do—come to a head when you're under pressure.

Developing and maintaining integrity require constant attention. Josh Weston, former chairman and CEO of Automatic Data Processing, Inc., says, "I've always tried to live with the following simple rule: 'Don't do what you wouldn't feel comfortable reading about in the newspapers the next day.'" That's a good standard all of us should keep.

INTEGRITY IS AN INSIDE JOB

One of the reasons many people struggle with integrity issues is that they tend to look outside themselves to explain any deficiencies in character. But the development of integrity is an inside job. Take a look at the following three truths about integrity that go against common thinking:

1. Integrity Is Not Determined by Circumstances

It's true that our upbringing and circumstances affect who we are, especially when we are young. But the older we get, the greater the number of choices we make—for good or bad. Two people can grow up in the same environment, even in the same household, and one will have integrity and the other won't. Your circumstances are as responsible for your character as a mirror is for your looks. Who you see only reflects who you are.

2. Integrity Is Not Based on Credentials

In ancient times, brick makers, engravers, and other artisans used a symbol to mark the things they created. The symbol that each one used was his “character.” The value of the work was in proportion to the skill with which the object was made. And only if the quality of the work was high was the character esteemed. In other words, the quality of the person and his work gave value to his credentials. If the work was good, so was the character. If it was bad, then the character was viewed as poor.

The same is true for us today. Character comes from who we are. But some people would like to be judged not by who they are, but by the titles they have earned or the position they hold, regardless of the nature of their character. Their desire is to influence others by the weight of their credentials rather than the strength of their character. But credentials can never accomplish what character can. Look at some differences between the two:

CREDENTIALS	CHARACTER
Are transient	Is permanent
Turn the focus to rights	Keeps the focus on responsibilities
Add value to only one person	Adds value to many people
Look to past accomplishments	Builds a legacy for the future
Often evoke jealousy in others	Generates respect and integrity
Can only get you in the door	Keeps you there

No number of titles, degrees, offices, designations, awards, licenses, or other credentials can substitute for basic, honest integrity when it comes to the power of influencing others.

3. Integrity Is Not to Be Confused with Reputation

Certainly a good reputation is valuable. King Solomon of ancient Israel stated, “A good name is more desirable than great riches.”² But a good reputation exists because it is a reflection of a person’s character. If a good reputation is like gold, then having integrity is like owning the mine. Worry less about what others think, and give your attention to your inner character. D. L. Moody wrote, “If I take care of my character, my reputation will take care of itself.”

If you struggle with maintaining your integrity, and you’re doing all the right things on the *outside*—but you’re still getting the wrong results—something is wrong and still needs to be changed on the *inside*. Look at the questions on the following page. They may help you nail down areas that need attention.

QUESTIONS TO HELP YOU MEASURE YOUR INTEGRITY

1. How well do I treat people if I gain nothing?
2. Am I transparent with others?
3. Do I role-play based on the person(s) I'm with?
4. Am I the same person in the spotlight as I am when I'm alone?
5. Do I quickly admit wrongdoing without being pressed to do so?
6. Do I put people ahead of my personal agenda?
7. Do I have an unchanging standard for moral decisions, or do circumstances determine my choices?
8. Do I make difficult decisions, even when they have a personal cost attached to them?
9. When I have something to say about people, do I talk to them or about them?
10. Am I accountable to at least one other person for what I think, say, and do?

Don't be too quick to respond to the questions. If character development is a serious area of need in your life, your tendency may be to skim through the questions, giving answers that describe how you wish you were rather than who you actually are. Take some time to reflect on each question, honestly considering it before answering. Then work on the areas where you're having the most trouble.

INTEGRITY IS YOUR BEST FRIEND

Integrity is your best friend. It will never betray you or put you in a compromising position. It keeps your priorities right. When you're tempted to take shortcuts, it helps you to stay the right course. When others criticize you unfairly, it helps you keep going and take the high road of not striking back. And when others' criticism is valid, integrity helps you to accept what they say, learn from it, and keep growing.

Abraham Lincoln once stated, "When I lay down the reins of this administration, I want to have one friend left. And that friend is inside myself." You could almost say that Lincoln's integrity was his best friend while he was in office because he was criticized so viciously. Here is a description of what he faced as explained by Donald T. Phillips:

Abraham Lincoln was slandered, libeled and hated perhaps more intensely than any man ever to run for the nation's highest office. . . . He was publicly called just about every name imaginable by the press of his day, including a grotesque baboon, a third-rate country lawyer who once split rails and now splits the Union, a coarse vulgar joker, a dictator, an ape, a buffoon, and others. The *Illinois State Register* labeled him "the craftiest and most dishonest politician that ever disgraced an office in America. . . ." Severe and unjust criticism did not subside after Lincoln took the oath of office, nor did it come only from Southern sympathizers. It came from within the Union itself, from Congress, from some factions within the Republican party, and initially, from within his own cabinet. As president, Lincoln learned that, no matter what he did, there were going to be people who would not be pleased.³

Through it all, Lincoln was a man of principle. And as Thomas Jefferson wisely said, "God grant that men of principle shall be our principal men."

INTEGRITY IS YOUR FRIENDS' BEST FRIEND

Integrity is your best friend. And it's also one of the best friends that your friends will ever have. When the people around you know that you're a person of integrity, they know that you want to influence them because of the opportunity to add value to their lives. They don't have to worry about your motives.

If you're a basketball fan, you probably remember Red Auerbach. He was the president and general manager of the Boston Celtics from 1967 to 1987. He truly understood how integrity adds value to others, especially when people are working together on a team. And he had a method of recruiting that was different from that of most NBA team leaders. When he reviewed a prospective player for the Celtics, his primary concern was the young man's character. While others focused almost entirely on statistics and individual performance, Auerbach wanted to know about a player's attitude. He figured that the way to win was to find players who would give their best work for the benefit of the team. A player who had outstanding ability but whose character was weak or whose desire was to promote only himself was not really an asset.

It has been said that you don't really know people until you have observed them when they interact with a child, when the car has a flat tire, when the boss is away, and when they think no one will ever know. But people with integrity never have to worry about that. No matter where they are, who they are with, or what kind of situation they find themselves in, they are consistent and live by their principles.

BECOME A PERSON OF INTEGRITY

In the end, you can bend your actions to conform to your principles, or you can bend your principles to conform to your actions. It's a choice you have to make. If you want to be successful, then you better choose the path of integrity because all other roads ultimately lead to ruin.

To become a person of integrity, you need to go back to the fundamentals. You may have to make some tough choices, but they'll be worth it.

Commit Yourself to Honesty, Reliability, and Confidentiality

Integrity begins with a specific, conscious decision. If you wait until a moment of crisis before settling your integrity issues, you set yourself up to fail. Choose today to live by a strict moral code, and determine to stick with it no matter what happens.

Decide Ahead of Time That You Don't Have a Price

President George Washington perceived that "few men have the virtue to withstand the highest bidder." Some people can be bought because they haven't settled the money issue before the moment of temptation. The best way to guard yourself against a breach in integrity is to make a decision today that you won't sell your integrity: not for power, revenge, pride, or money—any amount of money.

Each Day, Do What You Should Do Before What You Want to Do

A big part of integrity is following through consistently on your responsibilities. Our friend Zig Ziglar says, "When you do the things you have to do when you have to do them, the day will come when you can do the things you want to do when you want to do them." Psychologist-philosopher William James stated the idea more strongly: "Everybody ought to do at least two things each day that he hates to do, just for the practice."

With integrity, you can experience freedom. Not only are you less likely to be enslaved by the stress that comes from bad choices, debt, deceptiveness, and other negative character issues, but you are free to influence others and add value to them in an incredible way. And your integrity opens the door for you to experience continued success.

If you know what you stand for and act accordingly, people can trust you. You are a model of the character and consistency that other people admire and want to emulate. And you've laid a good foundation, one that makes it possible for

you to build positive relationships.

CHAPTER 6: HOW CAN I
BUILD TRUST WITH OTHERS?

Instructions:

1. Read the Morning Motivational for the day (approximately 10 minutes).
2. Underline key words—especially words you do not understand.
3. Try to guess the meaning of the words you do not understand. Do not use a dictionary (electronic or otherwise).
4. Read the questions below. Write notes (not sentences) for discussion later on.
5. Find a partner, and then begin the discussion. There is no need to finish all the questions.

Discussion:

1. In your own words, summarize the article and tell it to your partner.
2. Share with your partner the idea you liked best in the article.
3. How do you define integrity?
4. The author says, “If a good reputation is like gold, then having integrity is like owning the mine.” What does this mean?
5. What are three truths about integrity that go against common thinking?
6. How do you treat people who can’t give you anything or benefit you in any way?
7. The author says, “To become a person of integrity, you need to go back to the fundamentals?” What are the three fundamentals he mentions? Which one do you need to work on?
8. If there is time, go to the vocabulary words you underlined because you were not sure of the meaning. Try to guess the meaning and share it with your partner.
9. If there is still time, read the article out loud together.

HOW CAN I SERVE AND LEAD PEOPLE AT THE SAME TIME?

You've got to love your people more than your position.

U.S. Army General H. Norman Schwarzkopf displayed highly successful leadership abilities in commanding the allied troops in the Persian Gulf War, just as he had done throughout his career, beginning in his days at West Point.

In Vietnam he turned around a battalion that was in shambles. The First Battalion of the Sixth Infantry—known as the “worst of the sixth”—went from laughingstock to effective fighting force and were selected to perform a more difficult mission. That turned out to be an assignment to what Schwarzkopf described as “a horrible, malignant place” called the Batangan Peninsula. The area had been fought over for thirty years, was covered with mines and booby traps, and was the site of numerous weekly casualties from those devices.

Schwarzkopf made the best of a bad situation. He introduced procedures to greatly reduce casualties, and whenever a soldier was injured by a mine, he flew out to check on the man, had him evacuated using his chopper, and talked to the other soldiers to boost their morale.

On May 28, 1970, a man was injured by a mine, and Schwarzkopf, then a colonel, flew to the man's location. While the helicopter was evacuating the injured soldier, another soldier stepped on a mine, severely injuring his leg. The man thrashed around on the ground, screaming and wailing. That's when everyone realized the first mine hadn't been a lone booby trap. They were all standing in the middle of a minefield.

Schwarzkopf believed the injured man could survive and even keep his leg—but only if he stopped flailing around. There was only one thing he could do. He had to go after the man and immobilize him. Schwarzkopf wrote,

I started through the minefield, one slow step at a time, staring at the ground, looking for telltale bumps or little prongs sticking up from the dirt. My knees were shaking so hard that each time I took a step, I had to grab my leg and steady it with both hands before I could take another . . . It seemed like a thousand years before I reached the kid.

The 240-pound Schwarzkopf, who had been a wrestler at West Point, then pinned the wounded man and calmed him down. It saved his life. And with the help of an engineer team, Schwarzkopf got him and the others out of the minefield.

The quality that Schwarzkopf displayed that day could be described as heroism, courage, or even foolhardiness. But I think the word that best describes it is *servant-hood*. On that day in May, the only way he could be effective as a leader was to serve the soldier who was in trouble.

HAVING A SERVANT'S HEART

When you think of servanthood, do you envision it as an activity performed by relatively low-skilled people at the bottom of the positional totem pole? If you do, you have a wrong impression. Servanthood is not about position or skill. It's about attitude. You have undoubtedly met people in service positions who have poor attitudes toward servanthood: the rude worker at the government agency, the waiter who can't be bothered with taking your order, the store clerk who talks on the phone with a friend instead of helping you.

Just as you can sense when a worker doesn't want to help people, you can just as easily detect whether someone has a servant's heart. And the truth is that the best leaders desire to serve others, not themselves.

What does it mean to embody the quality of servanthood? A true servant leader:

1. Puts Others Ahead of His Own Agenda

The first mark of servanthood is the ability to put others ahead of yourself and your personal desires. It is more than being willing to put your agenda on hold. It means intentionally being aware of other people's needs, available to help them, and able to accept their desires as important.

2. Possesses the Confidence to Serve

The real heart of servanthood is security. Show me someone who thinks he is too important to serve, and I'll show you someone who is basically insecure. How we treat others is really a reflection of how we think about ourselves. Philosopher-poet Eric Hoffer captured that thought:

The remarkable thing is that we really love our neighbor as ourselves; we do unto others as we do unto ourselves. We hate others when we hate ourselves. We are tolerant toward others when we tolerate ourselves. We forgive others when we forgive ourselves. It is not love of self but hatred of

self which is at the root of the troubles that afflict our world.

Only secure leaders give power to others. It's also true that only secure people exhibit servanthood.

3. Initiates Service to Others

Just about anyone will serve if compelled to do so. And some will serve in a crisis. But you can really see the heart of someone who initiates service to others. Great leaders see the need, seize the opportunity, and serve without expecting anything in return.

4. Is Not Position-Conscious

Servant leaders don't focus on rank or position. When Colonel Norman Schwarzkopf stepped into that minefield, rank was the last thing on his mind. He was one person trying to help another. If anything, being the leader gave him a greater sense of obligation to serve.

5. Serves Out of Love

Servanthood is not motivated by manipulation or self-promotion. It is fueled by love. In the end, the extent of your influence and the quality of your relationships depend on the depth of your concern for others. That's why it's so important for leaders to be willing to serve.

HOW TO BECOME A SERVANT

To improve your servanthood, do the following:

- *Perform small acts.* When was the last time you performed small acts of kindness for others? Start with those closest to you: your spouse, children, parents. Find ways today to do small things that show others you care.
- *Learn to walk slowly through the crowd.* I learned this great lesson from my father. I call it walking slowly through the crowd. The next time you attend a function with a number of clients, colleagues, or employees, make it your goal to connect with others by circulating among them and talking to people. Focus on each person you meet.
- *Learn his name if you don't know it already.* Make your agenda getting to know each person's needs, wants, and desires. Then later when you go home, make a note to yourself to do something beneficial for half a

dozen of those people.

- *Move into action.* If an attitude of servanthood is conspicuously absent from your life, the best way to change it is to start serving. Begin serving with your body, and your heart will eventually catch up. Sign up to serve others for six months at your church, a community agency, or a volunteer organization. If your attitude still isn't good at the end of your term, do it again. Keep at it until your heart changes.

Where is your heart when it comes to serving others? Do you desire to become a leader for the perks and benefits? Or are you motivated by a desire to help others?

If you really want to become the kind of leader that people want to follow, you will have to settle the issue of servanthood. If your attitude is to be served rather than to serve, you may be headed for trouble. It is true that those who would be great must be like the least and the servant of all.

Albert Schweitzer wisely stated, "I don't know what your destiny will be, but one thing I know: The ones among you who will be really happy are those who have sought and found how to serve." If you want to be successful on the highest level, be willing to serve on the lowest. That's the best way to build relationships.

T.I.P. MORNING MOTIVATIONAL

CHAPTER 8: HOW CAN I SERVE AND
LEAD PEOPLE AT THE SAME TIME?

Instructions:

1. Read the Morning Motivational for the day (approximately 10 minutes).
2. Underline key words—especially words you do not understand.
3. Try to guess the meaning of the words you do not understand. Do not use a dictionary (electronic or otherwise).
4. Read the questions below. Write notes (not sentences) for discussion later on.
5. Find a partner, and then begin the discussion. There is no need to finish all the questions.

Discussion:

1. In your own words, summarize the article and tell it to your partner.
2. Share with your partner the idea you liked best in the article.
3. How would you describe the roles of a leader? A servant?
4. “You’ve got to love your people more than your position.” What does this phrase mean?
5. Retell the story of General Schwarzkopf and the wounded soldier in the minefield. What leadership qualities did he display that day?
6. Maxwell says, “Servanthood is not about position or skill. It’s about attitude.” Do you agree or disagree? Explain your response.
7. Read out loud together the five qualities of a true servant leader. How can you improve your servanthood?
8. Which one do you feel is most important for leaders to possess and why?
9. Read together out loud these wise words of Albert Schweitzer, “I don’t know what your destiny will be, but one thing I know: the ones among you who will be really happy are those who have sought and found how to serve.” Share with your partner your opinion of Schweitzer’s statement.
10. If there is time, go to the vocabulary words you underlined because you

were not sure of the meaning. Try to guess the meaning and share it with your partner.

SELECTIONS FROM

FAILING
FORWARD

TURNING MISTAKES INTO
STEPPING STONES FOR SUCCESS

PREFACE

BECOMING A REAL SUCCESS

As I speak around the country, people often ask me why I write books. I've been asked that question so many times that I want to give you the answer before you begin reading the first chapter of *Failing Forward*.

I have dedicated my life to adding value to people. It's the reason I teach conferences, record lessons on cassette, create training videos, and write books. It's the reason I lead my organization, The INJOY Group. I want to see people achieve. I want to see each person I meet become a REAL success.

I believe that to succeed, a person needs only four things. You can remember them by thinking of the word *REAL*.

- *Relationships*: The greatest skill needed for success is the ability to get along with other people. It impacts every aspect of a person's life. Your relationships make you or they break you.
- *Equipping*: One of the most significant lessons I've learned is that those closest to you determine the level of your success. If your dreams are great, you achieve them only with a team.
- *Attitude*: People's attitudes determine how they approach life day to day. Your attitude, more than your aptitude, will determine your altitude.
- *Leadership*: Everything rises and falls on leadership. If you desire to lift the lid on your personal effectiveness, the only way to do it is to increase your leadership skills.

If you pick up any one of my books, you can be sure that it seeks to add value in one of these four areas. I've written this particular book to change your *attitude* about failure. Read it, absorb it, and allow it to help you turn your mistakes into steppingstones for success. My desire is that *Failing Forward* will add value to your life.

WHAT'S THE MAIN DIFFERENCE
BETWEEN PEOPLE WHO ACHIEVE
AND PEOPLE WHO ARE AVERAGE?

We are all failures—at least, all the best of us are.

—J. M. Barrie

What makes achievers excel? Why do some people skyrocket while others plummet? You know what I'm talking about. You can call it luck, blessing, or the Midas touch—call it whatever you want. But the truth is that some people just seem to achieve incredible things in spite of tremendous difficulties: They finish in the top 5 percent in nationwide sales for their company after losing key accounts. They find ingenious ways to increase profits for their department in the face of budget cuts. They earn a graduate degree while raising two children as a single parent. They discover awesome business opportunities while colleagues don't see any at all. Or they recruit winner after winner into their organization despite what looks like an anemic labor pool. It doesn't matter what kind of work they do. Wherever they are, they just seem to make things happen.

Certainly all people like to think of themselves as above average. But achievers seem to leave “average” in the dust—so far behind them that ordinary seems a distant memory.

WHAT'S THE ROOT OF ACHIEVEMENT?

What makes the difference? Why do some people achieve so much? Is it . . .

- *Family background?* Having a good family growing up is something to be grateful for, but it's not a reliable indicator of achievement. High percentages of successful people come from broken homes.
- *Wealth?* No, some of the greatest achievers come from households of average to below-average means. Wealth is no indicator of high achievement, and poverty is no guarantee of low achievement.
- *Opportunity?* You know, opportunity is a peculiar thing. Two people with

similar gifts, talents, and resources can look at a situation, and one person will see tremendous opportunity while the other sees nothing. Opportunity is in the eye of the beholder.

- *High morals?* I wish that were the key, but it's not. I've known people with high integrity who achieve little. And I've known scoundrels who are high producers. Haven't you?
- *The absence of hardship?* For every achiever who has avoided tragedy, there's a Helen Keller who overcame extreme disabilities or a Viktor Frankl who survived absolute horrors. So that's not it either.

No, none of these things are the key. When it comes right down to it, I know of only one factor that separates those who consistently shine from those who don't: *The difference between average people and achieving people is their perception of and response to failure.* Nothing else has the same kind of impact on people's ability to achieve and to accomplish whatever their minds and hearts desire.

WHAT YOU NEVER LEARNED IN SCHOOL

Soccer player Kyle Rote Jr. remarked, "There is no doubt in my mind that there are many ways to be a winner, but there is really only one way to be a loser and that is to fail and not look beyond the failure." How people see failure and deal with it—whether they possess the ability to look beyond it and keep achieving—impacts *every aspect* of their lives. Yet that ability seems difficult to acquire. Most people don't know where to start looking to get it.

Even positive people have a tough time learning how to see failure positively. For example, I'm known to be a very positive person. (My book *The Winning Attitude* has been in print for more than fifteen years.) But I haven't always been good at failing forward. I wasn't properly prepared for it. It's certainly not something they tried to teach me in school. And kids today don't get it there either. In fact, the school environment often reinforces people's worst feelings and expectations about failure.

Take a look at some of my previous attitudes toward failure, and see if your experience was similar:

1. *I feared failure.* An experience I had in college, along with my response to it, is typical of what many students encounter. On the first day of class when I was a freshman, the professor walked into my history of civilization class and boldly declared, "Half of you in this room will not pass this class."

What was my first response? Fear! Up to that time, I had never failed a class.

And I did not want to start failing all of a sudden. So the first question I asked myself was, *What does the professor want?* School became a game that I wanted to win.

I recall that I once memorized eighty-three dates for a test in that class because my teacher believed that if you could cite the dates, you had mastered the material. I got an A on the test, but three days later, I had forgotten all of the information. I managed to avoid the failure I had feared, but I had not really accomplished anything.

2. *I misunderstood failure.* What is failure? As a child, I thought it was a percentage. Sixty-nine and lower meant failure. Seventy and above signified success. That thinking didn't help me. Failure isn't a percentage or a test. It's not a single event. It's a process.

3. *I was unprepared for failure.* When I graduated from college with my bachelor's degree, I finished in the top 5 percent of my class. It didn't mean a thing. I had played the school game successfully, and I had absorbed a lot of information. But I wasn't at all prepared for what was ahead of me.

I found that out in my first job. As the pastor in a small rural church, I worked very hard that first year. I did everything the people might expect of me and then some. But to be honest, I was as concerned about getting everyone to like me as I was with helping people.

In the type of church I led, each year the people voted to decide whether to allow the leader to keep his job. And many of the leaders I knew over the years loved to brag about the unanimous affirming votes they received from their people. My expectations were high as I prepared to receive my first unanimous vote. Imagine my surprise when the votes came back 31 yeses, 1 no, and 1 abstention. I was devastated.

After I went home that night, I called my father, who was a veteran pastor, former district superintendent in the denomination, and college president.

"Dad," I lamented, "I can't believe it. I worked so hard for those people. I've done everything I can." I was at the point of tears. "Somebody actually voted against me and wanted me to leave the church! And an abstention is as good as a no. Should I leave and go to another church?"

To my shock, I heard laughter on the other end of the phone.

"No, son, stay there," my dad said as he chuckled. "That's probably the best vote you'll ever receive."

At that moment I realized what an unrealistic view I had of success and failure. If anything, my college experience had reinforced the wrong notions I had about failure. And as I've helped leaders to grow and develop through the years, I've seen that most people are in the same boat.

In *Leadership Magazine*, J. Wallace Hamilton states, "The increase of suicides, alcoholics, and even some forms of nervous breakdowns is evidence that many people are training for success when they should be training for failure. Failure is far more common than success; poverty is more prevalent than wealth; and disappointment more normal than arrival."

Training for failure! That is a great concept, and it's the idea that prompted me to write this book. Right now you are getting the chance to sign up with me for a class you were never offered in school. I want to help you train for failure. I want you to learn how to confidently look the prospect of failure in the eye and move forward anyway. Because in life, the question is not *if* you will have problems, but *how* you are going to deal with your problems. Are you going to fail forward or backward?

PUTTING A NEW FACE ON OBSTACLES

When I think of people who were able to look trouble in the eye and forge ahead, one of the first who comes to mind is Mary Kay Ash. She has built quite an organization. During the last four or five years, I've had many opportunities to speak to the people in her cosmetics company about leadership. In fact, as I travel around the country doing conferences and seminars, it seems that no matter where I speak, there are always at least a dozen Mary Kay consultants in attendance.

I admire Mary Kay. She overcame a lot of obstacles in her career, and she never let failure get the better of her. Mary Kay's first career was in direct sales, and she was quite successful. But she also found that it was difficult for a woman to progress in the corporate world, especially in the 1950s and early 1960s—even after twenty-five years of success. She says,

I had worked my way up to being a member of the board of the company I was with only to find that, even though our sales force was made up entirely of women, governed by an all male board, my opinions were of no value. I constantly heard, "Mary Kay, you are thinking like a woman again!" I felt rejection in the worst form. So I decided to retire.¹

Her retirement didn't last long. By the time a month passed, she was stir-crazy. She was ready to start her own business. If she was going to encounter

obstacles, they would be there only because she brought them on herself. She decided on a cosmetics business that would give every woman who worked in it unlimited opportunities. She purchased the formulas to the best beauty products she'd ever found, worked up a marketing plan, and prepared to set up a corporation.

TROUBLE!

It didn't take long for her to hit her first obstacle. When she visited her attorney to make legal arrangements for the corporation, he insulted her and predicted her failure. "Mary Kay," he said, "if you are going to throw away your life savings, why don't you just go directly to the trash can? It will be so much easier than what you are proposing." Her accountant spoke to her in similar terms.

Despite their attempts to discourage her, she moved ahead. She sank her \$5,000 life savings into her new business—every cent she had. She put her husband in charge of the administrative side of things as she worked feverishly to prepare the products, design the packaging, write the training materials, and recruit consultants. They were making wonderful progress. But then a month before she was to open for business, her husband died of a heart attack right at their kitchen table.

Most people would never have been able to go on after that. They would have accepted defeat and faded away. But not Mary Kay. She kept going, and on September 13, 1963, she launched her business. Today, the company has more than \$1 billion in annual sales, employs 3,500 people, and empowers 500,000 direct-sales consultants in 29 markets worldwide.² And Mary Kay Ash has received just about every award an entrepreneur could dream of. Despite adverse circumstances, obstacles, and hardships, she failed forward.

THE IMPOSSIBLE QUESTION

When I was growing up, one of the questions I used to hear from motivational speakers was this: "If the possibility of failure were erased, what would you attempt to achieve?"

That seemed to me to be an intriguing question. At the time it prompted me to look ahead to life's possibilities. But then one day I realized that it was really a bad question. Why? Because it takes a person's thinking down the wrong track.

There is no achievement without failure. To even imply that it might be possible gives people the wrong impression. So here's a better question: If your perception of and response to failure were changed, what would you attempt to achieve?

I don't know what obstacles you are facing in your life right now. But whatever they are doesn't matter. What *does* matter is that your life can change if you're willing to look at failure differently. You have the potential to overcome any problems, mistakes, or misfortunes. All you have to do is learn to fail forward. If you are ready to do that, turn the page and let's go!

YOUR FIRST STEP TO FAILING FORWARD:

REALIZE THERE IS ONE MAJOR DIFFERENCE BETWEEN
AVERAGE PEOPLE AND ACHIEVING PEOPLE

Look at the way any achiever approaches negative experiences, and you can learn a lot about how to fail forward. Read through these two lists, and determine which one describes your approach to failure:

FAILING BACKWARD

- Blaming Others
- Repeating the Same Mistakes
- Expecting Never to Fail Again
- Expecting to Continually Fail
- Accepting Tradition Blindly
- Being Limited by Past Mistakes
- Thinking I am a Failure
- Quitting

FAILING FORWARD

- Taking Responsibility
- Learning from Each Mistake
- Knowing Failure Is a Part of Progress
- Maintaining a Positive Attitude
- Challenging Outdated Assumptions
- Taking New Risks
- Believing Something Didn't Work
- Persevering

Think about a recent setback you experienced. How did you respond? No matter how difficult your problems were, the key to overcoming them doesn't lie in changing your circumstances. It's in changing yourself. That in itself is a process, and it begins with a desire to be teachable. If you're willing to do that, then you'll be able to handle failure. From this moment on, make a commitment to do whatever it takes to fail forward.

Step to Failing Forward:

1. Realize there is one major difference between average people and achieving people.

T.I.P. MORNING MOTIVATIONAL

CHAPTER 1: WHAT'S THE MAIN DIFFERENCE
BETWEEN PEOPLE WHO ACHIEVE
AND PEOPLE WHO ARE AVERAGE?

Instructions:

1. Read the Morning Motivational for the day (approximately 10 minutes).
2. Underline key words—especially words you do not understand.
3. Try to guess the meaning of the words you do not understand. Do not use a dictionary (electronic or otherwise).
4. Read the questions below. Write notes (not sentences) for discussion later on.
5. Find a partner, and then begin the discussion. There is no need to finish all the questions.

Discussion:

1. In your own words, summarize the article and tell it to your partner.
2. According to the author, what is the “root of achievement?” What does he say is the relationship between achievement and factors such as family background, wealth, opportunity, morals, and the absence of hardship? Do you agree or disagree? Why?
3. What were three of John Maxwell’s attitudes toward failure as a young person in school? How did his first job help him to realize that he had an “unrealistic view” of success and failure?
4. In the section, “A New Course,” the author revealed why he wrote this book *Failing Forward*. He said, “I want to help you train for failure. I want you to learn how to confidently look the prospect of failure in the eye and move forward anyway. Because in life, the question is not if you will have problems, but how you are going to deal with you problems. Are you going to fail forward or backward?” Do you agree with his statement? Why or why not?
5. Tell your partner how you feel about failure. Have you ever failed at something and found it helped you grow in your life?

6. What business did Mary Kay Ash start? What obstacles did she have to overcome in order to be successful in her business? Mary Kay Ash won many awards as an entrepreneur. What is an entrepreneur?
7. Take turns reading the follow article to your partner as a personal word of encouragement to them. "I don't know what obstacles you are facing in your life right now. But whatever they are doesn't matter. What does matter is that your life can change if you're willing to look at failure differently. You have the potential to overcome any problem, mistake, or misfortune. All you have to do is learn to fail forward."
8. If there is time, go to the vocabulary words you underlined because you were not sure of the meaning. Try to guess the meaning and share it with your partner.

REDEFINING
FAILURE AND SUCCESS

IF YOU'VE FAILED,
ARE YOU A FAILURE?

*Failure isn't so bad if it doesn't attack the heart.
 Success is all right if it doesn't go to the head.*

—Grantland Rice

In an interview years ago, David Brinkley asked advice columnist Ann Landers what question she most frequently receives from readers. Her answer: “What’s wrong with me?”

Landers’s response reveals a lot about human nature. Many people wrestle with feelings of failure, the most damaging being doubtful thoughts about themselves. At the heart of those doubts and feelings is one central question: Am I a failure? And that’s a problem because I believe it’s nearly impossible for any person to believe he is a failure and fail forward at the same time.

It seems that advice columnists (such as Ann Landers) and humor writers recognize that keeping a good perspective of yourself is important to overcoming adversity and mistakes. The late Erma Bombeck, who wrote a widely syndicated weekly humor column until a few weeks before her death in 1996, had a firm grasp on what it meant to persevere and fail forward without taking failure too personally.

FROM NEWSPAPER COPY GIRL TO
 TIME MAGAZINE COVER GIRL

Erma Bombeck traveled a road that was filled with adversity, starting with her career. She was drawn to journalism early in life. Her first job was as a copy girl at the Dayton *Journal-Herald* when she was a teenager. But when she went off to college at Ohio University, a guidance counselor advised her, “Forget about writing.” She refused. Later she transferred to the University of Dayton and in 1949 graduated with a degree in English. Soon afterward she began working as a writer—for the obituary column and the women’s page.

That year adversity carried over into her personal life. When she got married, one of her deepest desires was to become a mother. But much to her dismay, her doctors told her she was incapable of having children. Did she give up and consider herself a failure? No, she and her husband explored the possibility of adoption, and then they adopted a daughter.

Two years later, a surprised Erma became pregnant. But even that brought her more difficulties. In four years, she experienced four pregnancies, but only two of the babies survived.

In 1964, Erma was able to convince the editor of a small neighborhood newspaper, the *Kettering-Oakwood Times*, to let her write a weekly humor column. Despite the pitiful \$3 per article she was paid, she kept writing. And that opened a door for her. The next year she was offered the opportunity to write a three-times-a-week column for her old employer, the *Dayton Journal-Herald*. By 1967, her column was syndicated and carried by more than nine hundred newspapers.

For slightly more than thirty years Erma wrote her humor column. During that time, she published fifteen books, was recognized as one of the twenty-five most influential women in America, appeared frequently on the television show *Good Morning America*, was featured on the cover of *Time* magazine, received innumerable honors (such as the American Cancer Society's Medal of Honor), and was awarded fifteen honorary degrees.

MORE THAN HER SHARE OF PROBLEMS

But during that span of time, Erma Bombeck also experienced incredible troubles and trials including breast cancer, a mastectomy, and kidney failure. And she wasn't shy about sharing her perspective on her life experiences:

I speak at college commencements, and I tell everyone I'm up there and they're down there, not because of my successes, but my failures. Then I proceed to spin all of them off—a comedy record album that sold two copies in Beirut . . . a sitcom that lasted about as long as a donut in our house . . . a Broadway play that never saw Broadway . . . book signings where I attracted two people: one who wanted directions to the restroom and the other who wanted to buy the desk.

What you have to tell yourself is, "I'm not a failure. I failed at doing something." There's a big difference. . . . Personally and career-wise, it's been a corduroy road. I've buried babies, lost parents, had cancer, and worried over kids. The trick is to put it all in perspective . . . and that's what I do for a living.^{[1](#)}

That point of view kept Erma Bombeck down to earth. (She liked to refer to herself as “a former homeroom mother and obituary writer.”) It also kept her going—and writing—through the disappointments, the pain, the surgeries, and the daily kidney dialysis until her death at age sixty-nine.

EVERY GENIUS COULD HAVE BEEN A “FAILURE”

Every successful person is someone who failed, yet never regarded himself as a failure. For example, Wolfgang Mozart, one of the geniuses of musical composition, was told by Emperor Ferdinand that his opera *The Marriage of Figaro* was “far too noisy” and contained “far too many notes.” Artist Vincent van Gogh, whose paintings now set records for the sums they bring at auction, sold only one painting in his lifetime. Thomas Edison, the most prolific inventor in history, was considered unteachable as a youngster. And Albert Einstein, the greatest thinker of our time, was told by a Munich schoolmaster that he would “never amount to much.”

I think it’s safe to say that all great achievers are given multiple reasons to believe they are failures. But in spite of that, they persevere. In the face of adversity, rejection, and failings, they continue believing in themselves and refuse to consider themselves failures.

FAILING FORWARD IS NOT FALSE SELF-ESTEEM

In the last twenty years, as educators in the United States have watched students’ test scores plummet and their desire to learn decline, they have tried to find ways to reverse those trends. One popular theory states that the best way to improve children’s ability is to puff up their self-esteem. When educators observed that high achievers possessed confidence, they theorized that if they simply built self-esteem, competence would follow. But that approach has backfired on them. Researchers have found that simply building children’s egos breeds many negative traits: indifference to excellence, inability to overcome adversity, and aggressiveness toward people who criticize them.²

Now, I place high value on praising people, especially children. In fact, I believe that people live up to your level of expectations. But I also believe that you have to base your praise on truth. You don’t make up nice things to say

about others. Here's the approach I use to encourage and lead others:

Value people.

Praise effort.

Reward performance.

I use that method with everyone. I even use a form of it with myself. When I'm working, I don't give myself a reward until after the job is finished. When I approach a task or project, I give it my very best, and no matter what the results are, I have a clear conscience. I have no problem sleeping at night. And no matter where I fail or how many mistakes I make, I don't let it devalue my worth as a person. As the saying goes, "God uses people who fail—'cause there aren't any other kind around."

Like many people, you may have a hard time maintaining a positive mind-set and preventing yourself from feeling like a failure. But know this: It is possible to cultivate a positive attitude about yourself, no matter what circumstances you find yourself in or what kind of history you have.

SEVEN ABILITIES NEEDED TO FAIL FORWARD

Here are seven abilities of achievers that enable them to fail, not take it personally, and keep moving forward:

1. Achievers Reject Rejection

Author James Allen states, "A man is literally what he thinks, his character being the complete sum of all his thought." That's why it's important to make sure your thinking is on the right track.

People who don't give up keep trying because they don't base their self-worth on their performance. Instead, they have an internally based self-image. Rather than say, "I am a failure," they say, "I missed that one," or "I made a mistake."

Psychologist Martin E. Seligman believes we have two choices when we fail: We can internalize or externalize our failure. "People who blame themselves when they fail . . . think they are worthless, talentless, unlovable," says

Seligman. “People who blame external events do not lose self-esteem when bad events strike.”³ To keep the right perspective, take responsibility for your actions, but don’t take failure personally.

2. Achievers See Failure As Temporary

People who personalize failure see a problem as a hole they’re permanently stuck in. But achievers see any predicament as temporary. For example, take the case of United States President Harry S. Truman. In 1922, he was thirty-eight years old, in debt, and out of work. In 1945, he was the most powerful leader of the free world, occupying the highest office in the land. If he had seen failure as permanent, he would have remained stuck and never would have kept trying and believing in his potential.

3. Achievers See Failures As Isolated Incidents

Author Leo Buscaglia once talked about his admiration for cooking expert Julia Child: “I just love her attitude. She says, ‘Tonight we’re going to make a soufflé!’ And she beats this and whisks that, and she drops things on the floor . . . and does all these wonderful human things. Then she takes the soufflé and throws it in the oven and talks to you for a while. Finally, she says, ‘Now it’s ready!’ But when she opens the oven, the soufflé just falls flat as a pancake. But does she panic or burst into tears? No! She smiles and says, ‘Well, you can’t win them all. Bon appetit!’”

When achievers fail, they see it as a momentary event, not a lifelong epidemic. It’s not personal. If you want to succeed, don’t let any single incident color your view of yourself.

4. Achievers Keep Expectations Realistic

The greater the feat you desire to achieve, the greater the mental preparation required for overcoming obstacles and persevering over the long haul. If you want to take a stroll in your neighborhood, you can reasonably expect to have few, if any, problems. But that’s not the case if you intend to climb Mount Everest.

It takes time, effort, and the ability to overcome setbacks. You have to approach each day with reasonable expectations and not get your feelings hurt when everything doesn’t turn out perfectly.

Something that happened on baseball’s opening day in 1954 illustrates the point well. The Milwaukee Braves and the Cincinnati Reds played each other, and a rookie for each team made his major-league debut during that game. The

rookie who played for the Reds hit four doubles and helped his team win with a score of 9–8. The rookie for the Braves went 0 for 5. The Reds player was Jim Greengrass, a name you probably haven't heard. The other guy, who didn't get a hit, might be more familiar to you. His name was Hank Aaron, the player who became the best home-run hitter in the history of baseball.

If Aaron's expectations for that first game had been unrealistic, who knows? He might have given up baseball. Surely he wasn't happy about his performance that day, but he didn't think of himself as a failure. He had worked too hard for too long. He wasn't about to give up easily.

5. Achievers Focus on Strengths

Another way achievers keep themselves from personalizing failure is by focusing on their strengths. Bob Butera, former president of the New Jersey Devils hockey team, was asked what makes a winner. He answered, "What distinguishes winners from losers is that winners concentrate at all times on what they can do, not on what they can't do. If a guy is a great shooter but not a great skater, we tell him to think only about the shot, the shot, the shot—never about some other guy outskating him. The idea is to remember your successes."

If a weakness is a matter of character, it needs much attention. Focus on it until you shore it up. Otherwise, the best bet for failing forward is developing and maximizing your strengths.

6. Achievers Vary Approaches to Achievement

In *The Psychology of Achievement*, Brian Tracy writes about four millionaires who made their fortunes by age thirty-five. They were involved in an average of seventeen businesses before finding the one that took them to the top. They kept trying and changing until they found something that worked for them.

Achievers are willing to vary their approaches to problems. That's important in every walk of life, not just business. For example, if you're a fan of track-and-field events, you have undoubtedly enjoyed watching athletes compete in the high jump. I'm always amazed by the heights achieved by the men and women in that event. What's really interesting is that in the 1960s, the sport went through a major change in technique that allowed athletes to break the old records and push them up to new levels.

The person responsible for that change was Dick Fosbury. Where previous athletes used the straddle method to high jump, in which they went over the bar while facing it, with one arm and one leg leading, Fosbury developed a technique where he went over headfirst with his back to the bar. It was dubbed the Fosbury Flop.

Developing a new high jump technique was one thing. Getting it accepted by others was another matter. Fosbury remarked, “I was told over and over again that I would never be successful, that I was not going to be competitive and the technique was simply not going to work. All I could do was shrug and say, ‘We’ll just have to see.’”

And people did see. Fosbury won the gold medal in the Mexico City Olympics in 1968, shattering the previous Olympic record and setting a new world record in the process. Since then, nearly all world-class high jumpers use his technique. To achieve his goals, Fosbury varied his approach to high jumping, and he didn’t allow others’ comments to make him feel like a failure.

7. Achievers Bounce Back

All achievers have in common the ability to bounce back after an error, mistake, or failure. Psychologist Simone Caruthers says, “Life is a series of outcomes. Sometimes the outcome is what you want. Great. Figure out what you did right. Sometimes the outcome is what you don’t want. Great. Figure out what you did so you don’t do it again.”⁴ That’s the key to bouncing back.

Achievers are able to keep moving forward no matter what happens. And that’s made possible because they remember that failure does not make *them* failures. No one should take mistakes personally. That’s the way to take yourself out of failure.

ONE WHO REFUSED TO BE A FAILURE

One of the best stories I’ve ever heard of someone who refused to take failure personally is that of Daniel “Rudy” Ruettiger, a kid who desperately wanted to play football for Notre Dame. You may have seen the film based on his life called *Rudy*.

It was a good movie, but his real story is even more remarkable and compelling.

The first of fourteen children in a poor working-class family, Rudy loved sports as a kid and believed that might be his ticket out of Joliet, Illinois. In high school, he gave himself completely to football, but his heart was much greater than his physique. He was slow, and at five feet six inches tall and 190 pounds, he wasn’t exactly built for the game.

RUDY’S DREAM

As a senior, he began dreaming about attending Notre Dame and playing football there. But Rudy faced another problem. His grades showed less promise than his physique. “I finished third in my class,” he is fond of saying. “Not from the top, but from the bottom.” He was a D student. He graduated from high school with a 1.77 grade point average.

For the next several years, Rudy changed his focus from one thing to another. He tried attending junior college for one semester but flunked every class. He went to work for two years at the local Commonwealth Edison power plant in Joliet— what he considered to be the ultimate dead-end job. And he even did a two-year hitch in the navy, which turned out to be a turning point for him. That’s where he discovered that he wasn’t dumb and that he could handle responsibility.

After his military service, he returned to Joliet and again worked in the power plant. He was more determined than ever to go to Notre Dame, despite the criticism of his family, friends, and coworkers. He knew he was not a failure, and he would find a way to go to South Bend.

MAKING A MOVE

If you saw the movie, then you know that Rudy eventually made it. He quit his job, moved to South Bend, and managed to get into Holy Cross College, a community college affiliated with the university. He attended the college for *two years* and earned a 4.0 average every semester before Notre Dame accepted him. He entered his dream school at age twenty-six—*eight years* after graduating from high school.

With two years of sports eligibility remaining, he went out for football. And he made the team as a scrub, one of the warm bodies they put in practice to keep the good players sharp. But Rudy made the most of it. He worked hard, and after a year, he went from the bottom of the scrubs all the way up to sixth string—the top of the scrubs. His last year, he worked hard again. And in the final game of his final season, Rudy lived his dream by getting to play.

RUDY’S LAST CHANCE

In the movie, Rudy Ruettinger gets in for only one play at the end of the game, and he sacks the quarterback. But that’s not how it really happened.

“In real life, I had two chances to get the quarterback,” says Rudy. “The first

play, I didn't get there in time. I was too anxious and didn't execute the play. I failed." But once again, Rudy didn't let his failure make *him* a failure. He was determined to fail forward.

"I knew this was the last chance I would ever get," he explains. "When they snapped the ball, I wasn't worried about failing. I'd done that already, and I knew why I had failed. That's how you eliminate that fear. You keep learning until you have the confidence to perform when you have to . . . When they snapped the ball for the last time, I put the moves I'd rehearsed in my mind on the guy over me and I got the quarterback."

Overjoyed, the team carried him off the field in celebration. Rudy says it's the only time that's happened to a player in the history of Notre Dame football.

Today Rudy is a motivational speaker. And believe it or not, he was the force behind the making of the movie *Rudy*. Of course, it wasn't easy for him. It took him six years to see that happen. (Two years less than it took him to get to Notre Dame!)

The people in Hollywood told him, "You're not Paul Horning or Joe Montana." Rudy agreed.

"There's only one of them," he explained. "There's a million of me."⁵ And that's the great thing about Rudy's story. He doesn't have the athletic ability of Michael Jordan. Nor is he a genius like Mozart, Van Gogh, Edison, or Einstein. He's just a regular person—like you and me. The only reason he's an achiever instead of average is that he refused to let failure get the better of him. He learned that no matter how many times you fail, it doesn't have to make you a failure.

YOUR THIRD STEP TO FAILING FORWARD: REMOVE THE "YOU" FROM FAILURE

If you've been thinking of yourself as a failure, you can break yourself out of that negative thinking pattern. Look at an area of your life where you have repeatedly failed, and do the following:

- *Examine your expectations for that area.* Write them down. Are they realistic? Do you expect to do everything perfectly? Do you expect to succeed on the first try? How many mistakes should you expect to make before you succeed? Adjust your expectations.
- *Find new ways to do your work.* Brainstorm at least twenty new approaches, and then try at least half of them.
- *Focus on your strengths.* How can you use your best skills and personal

strengths to maximize your effort?

- *Vow to bounce back.* No matter how many times you fall down, pick yourself up and keep going.

Don't wait until you feel positive to move forward. Act your way into feeling good. That's the only way to start thinking more positively about yourself.

Steps to Failing Forward:

1. Realize there is one major difference between average people and achieving people.
2. Learn a new definition of *failure*
3. Remove the "you" from failure.

CHAPTER 3: IF YOU'VE FAILED,
ARE YOU A FAILURE?

Instructions:

1. Read the Morning Motivational for the day (approximately 10 minutes).
2. Underline key words—especially words you do not understand.
3. Try to guess the meaning of the words you do not understand. Do not use a dictionary (electronic or otherwise).
4. Read the questions below. Write notes (not sentences) for discussion later on.
5. Find a partner, and then begin the discussion. There is no need to finish all the questions.

Discussion:

1. In your own words, summarize the article and tell it to your partner.
2. Share with your partner the idea you liked best in the article.
3. Ann Landers was a popular American newspaper columnist that readers wrote to for advice about various situations in their lives. She once told a reporter the most frequent question she was asked was: “What’s wrong with me?” Have you ever asked that question?
4. The author says, “Every genius could have been a failure, and every successful person is someone who failed, yet never regarded himself as a failure.” Do you think there is a difference between failing and being a failure? What is it?
5. “Failing forward” is a phrase made popular by a book of the same title. What do you think “failing forward” means? Can you guess?
6. The author provides the following approach to encouraging and leading people: a. value people, b. praise effort, and c. reward performance. Can you elaborate on what each one means?
7. The author says there are seven abilities that enable people to fail, not take it personally, and keep moving forward. Takes turns and summarize each ability.

8. If there is time, go to the vocabulary words you underlined because you were not sure of the meaning. Try to guess the meaning and share it with your partner.
9. If there is still time, read the article out loud together.

Do You Mind
Changing Your Mind?

WHO IS THIS PERSON MAKING
THESE MISTAKES?

*Failure is the greatest opportunity
I have to know who I really am.*

—John Killinger

Sometimes great achievement can come *only* as the result of a period of failure that helps you understand who you really are. That was the case for John James Audubon, the man for whom the National Audubon Society was named. His life was one of extremes—problems and progress, struggle and success, failure and fanfare. Here is his story.

AUDUBON'S BEGINNINGS

The son of a French sea captain, Audubon was born in Haiti in 1785, but spent his formative years in France. He was educated as a gentleman, but was at best an indifferent student. Because of his lack of discipline, he was sent to military school at age fourteen, but he didn't flourish in that environment either. His real passion was hunting and drawing birds.

At age eighteen, Audubon was sent to America. His father felt that opportunity lay in the New World. Audubon landed in Pennsylvania and moved into a house his father owned there. In his new surroundings he honed his skills as a woodsman. He continued hunting and drawing wildlife, and it wasn't long before he met and developed a relationship with a neighboring family named the Bakewells. They had a significant impact on his life. First, he fell in love with one of the family's daughters, Lucy. Second, in 1807, he started working in the counting house of Benjamin Bakewell's import company. That was the start of what would become an abysmal career in business.

A CAREER IN TRADE

Audubon's first venture, which dealt in indigo dye, was indicative of his performance: It lost him a small fortune. He worked at the import business for a while, but after meeting no success, Audubon decided to try his hand at retail trade. Through his father's connections, he hooked up with Ferdinand Rozier, a young French businessman, and the two men headed west to Louisville, Kentucky, on the banks of the Ohio River.

They set up for business, but met with minimal success. Rozier possessed tenacity for trade while Audubon displayed the qualities that marked his entire life: hunting skill, undisciplined curiosity, unfailing energy, and artistic power. While Rozier manned the counter in the shop, Audubon roamed the countryside hunting and bringing back birds to be drawn or served at the table.

During that time, Audubon's favorite contributions to the business were his trips to Philadelphia and New York to purchase goods for the store because he had a chance to see the countryside. On one of those trips, he returned to Pennsylvania and married Lucy Bakewell and took her back to Louisville with him.

The partners worked together for a while, but it wasn't long before the business was in trouble financially. To raise the needed money, Audubon sold Lucy's share of her family's estate and paid off their creditors.

MAKING CHANGES

The partners then decided that a new location would help them, and they went downstream to Henderson, Kentucky. They lasted six months there and then made another change in location, this time to the banks of the Mississippi River. After much difficulty, they set up shop in Ste. Genevieve, Missouri, a settlement of French Canadians.

As before, Audubon wasn't content with the business of trade and spent most of his time hunting birds, then drawing and painting them. After a short time, he sold his share in the shop, and the two partners went their separate ways. Rozier kept the business and became highly successful. Audubon went in search of another opportunity. Audubon's biographer, John Chancellor, asserted, "Audubon believed that he should persevere in commerce and that shooting, mounting and drawing birds should remain an absorbing hobby."

MORE FAILURES

Over the next ten years, Audubon embarked on a series of unsuccessful ventures. In 1811, he decided to return to the import business. He and his brother-in-law, Thomas Woodhouse Bakewell, established a commission house in New Orleans importing goods from England. Unfortunately they did that on the eve of the War of 1812. Of course, their business failed.

Audubon and his brother-in-law went back to work in trading goods—again in Henderson, Kentucky. They saw some success there, but then they made another poor business decision. They chose to open a steam sawmill and gristmill in an area that could not support such a large operation. By 1819, they had gone bankrupt.

All through the years, two things remained constant in Audubon's life: hunting and art. Now he had to rely on both to survive. His gun put food on the table for his small family (he and Lucy had two young boys by then), and he drew portraits on commission to bring in money. By default rather than design, his hobby became his means of support.

FINALLY THE RIGHT KIND OF CHANGE

In 1820, Audubon had what he called his “Great Idea.” He decided to create a comprehensive and complete printed collection of all American birds based on his paintings. They would be life-size and shown in their natural surroundings. For the next few years, he traveled and added more painted birds to his portfolio while Lucy worked as a tutor and governess in Louisiana.

By 1826, he had enough material. Audubon sailed to Liverpool, England, and immediately met with great success. He wrote back to his wife, Lucy, “I am well received everywhere, my works praised and admired, and my poor heart is at the last relieved from the great anxiety that has for so many years agitated it, for I now know that I have not worked in vain.”

Audubon became associated with engraver Robert Havell, and together they began printing the remarkable *Birds of America*, a series of one hundred color plates in a large 29-by-39-inch format. Audubon wrote of the effort, “Who would believe that a lonely individual, who landed in England without a friend in the whole country, and with only sufficient pecuniary means to travel through it as a visitor, could have accomplished such a task as this publication?”

The publication of his book finally gave him financial security—and it made him famous all over Europe and the United States. Nothing else like it had ever been created, nor has any other book of prints since been so revered. In all, they

printed about two hundred copies of that first edition. Today it's considered a masterpiece. An original *Birds of America*, which sold for \$1,000 in the 1820s, is now worth about \$5 million!

THE PROBLEM WAS HIM

John James Audubon was unsuccessful for most of his life. It took him until he was thirty-five years old to figure out what his problem was: himself. He was a terrible businessman, and he didn't belong in trade. It didn't matter how many times he changed locations, partners, or business types. Not until he understood and changed himself did he have a chance at success. For years this saying could have applied to him: If you could kick the person responsible for most of your troubles, you wouldn't be able to sit down for weeks.

Evangelist D. L. Moody was once asked which people gave him the most trouble. His response was, "I've had more trouble with Dwight L. Moody than any other man alive." Television host Jack Paar echoed that same thought: "Looking back, my life seems like one long obstacle race, with me as its chief obstacle." If you are continually experiencing trouble or facing obstacles, then you should check to make sure that you are not the problem.

WHY WON'T PEOPLE CHANGE?

People don't like to admit that they need to change. And if they are willing to alter things about themselves, they usually focus on cosmetic changes. Perhaps that's why Emerson said, "People are always getting ready to live but never living." Yet anyone who wants to live in a better world needs to be willing to change himself. Psychiatrist Rudolf Dreikurs, director of the Alfred Adler Institute of Chicago, observed, "We can change our whole life and the attitude of people around us simply by changing ourselves."

Why are people so hesitant to change? I believe that some, like Audubon, believe they are supposed to pursue a particular course of action for some reason—even though it doesn't suit their gifts and talents. And when they are not working in areas of strength, they do poorly. Others are not self-aware and don't even know what their strengths are. As Ben Franklin noted, "There are three things extremely hard: steel, a diamond, and to know one's self." Still others hinder themselves.

I read an article about a nineteenth-century French chess champion named

Alexandre Deschappelles. He was a great player who quickly became a champion in his region. But when competition got tough, he decided that he would play an opponent only if the person would remove one of Deschappelles's pawns and then make the first move. That way, he would not look bad no matter what happened. If he lost, he could say that he had been at a disadvantage. If he won, he would seem that much more talented. Today, psychologists call that mind-set the Deschappelles Coup.

THERE'S NOTHING WRONG WITH CHANGING YOUR MIND

Psychologist Sheldon Kopp says, "All of the significant battles are waged within the self." That's true. People wage the greatest battles against their own flaws and failures. For years, John James Audubon must have regarded his desire to grab his gun and sketch pad and disappear into the woods as a fatal flaw because he thought he should be running a business. But when he realized that his gun and notepad were the tools of his business, everything became clearer in his mind.

Successful television producer and film director Garry Marshall, a self-described late bloomer, has experienced more than his share of failures. You're probably familiar with some of his successes: the movie *Pretty Woman* and television's *The Odd Couple*, *Laverne and Shirley*, and *Happy Days*. But chances are, you don't remember some of his other efforts, such as *Blansky's Beauties* and *Me and the Chimp*. They were bombs.

"Most people try to beat down their flaws or deny them altogether," notes Marshall. "I've always found it best to say, 'Here are my flaws. Now I have to find something I'm good at.' Don't use your flaws as an excuse to quit. Move forward or sideways."¹

MOVING FORWARD OR SIDEWAYS

The character Jean Valjean in Victor Hugo's *Les Misérables* declared, "It is nothing to die. It is an awful thing never to have lived." That's what it's like for people who deny their internal flaws, bury them, and then try to pretend that they don't exist. To have an opportunity to reach your potential, you must know who you are and face your flaws. Allow me to help you do that. Go through the following process:

1. See Yourself Clearly

Bishop Fulton Sheen offered this insight, “Most of us do not like to look inside ourselves for the same reason we don’t like to open a letter that has bad news.” Many people see all the bad and deny the good, or they see all the good and deny the bad. To reach your potential, you must see both.

2. Admit Your Flaws Honestly

In Chapter 5 I stated that you must take responsibility for *your actions* to fail forward. But you must also take responsibility for who *you are as a person*. That means owning up to what you cannot do (based on skill), should not do (based on talent), and ought not do (based on character). That’s not always easy to do.

3. Discover Your Strengths Joyfully

Working on your strengths is the next step in the process. No one ever achieved his dreams working outside his areas of gifting. To excel, do what you do well.

4. Build on Those Strengths Passionately

Like Audubon, you will improve only if you enthusiastically develop your God-given abilities. You can reach your potential tomorrow if you dedicate yourself to growth today. Remember, to change your world, you must first change yourself.

WHO IS THIS PERSON?

One of the greatest stories of change that I know personally involves someone very close to me in my organization, The INJOY Group. As I worked on this book and was thinking about whose story I should tell in this chapter, my assistant, Linda Eggers, suggested that maybe her story would help you understand the impact that changing yourself can make on your life.

If you’ve ever heard me speak in person, then you’ve probably heard me talk about Linda. I believe that Linda is the finest executive assistant in the country. But I haven’t always felt that way about her. A few years ago we experienced a rocky time in our history, and the fact that we work together now is a strong testament to her willingness and ability to take a hard look at herself, make some changes in her life, and become the kind of person she desired to be.

Linda began working for me in the mid-1980s when I was leading Skyline Church in San Diego as its senior pastor. She had a job in the financial office

with Steve Babby, our CFO. It was also about that time that I formed The INJOY Group with the help of my good friend Dick Peterson. Back then we functioned on a shoestring, and our “staff” consisted of a handful of volunteers, including Linda and her husband, Patrick.

HELPING BUILD THE TEAM

After Linda had been working with me for a while, I invited her to attend a new conference I was teaching in southern California. During the course of that conference, Linda realized that she felt called to work with me at INJOY, helping me to equip pastors to become better leaders. She approached me after the conference and shared her thoughts with me. Later when INJOY was big enough, we brought her on staff.

Linda immediately became an impact player for us under the leadership of Dick Peterson, now the COO of The INJOY Group and president of INJOY Conferences and Resources. Linda did whatever was asked of her, and that was just about everything. She managed the office, hired staff, performed accounting tasks, and even assisted with product development. As we grew, she took on greater and greater responsibility. By the early 1990s, she was Dick’s right hand.

MAKING THESE MISTAKES

Then suddenly one day, Linda quit. She gave two weeks’ notice, and she was gone. She didn’t give any explanation; she simply bailed on us. Dick and I were shocked.

A few weeks later I found out that Linda had gone to work for an accountant friend of mine as his secretary. I was amazed because she had always been passionate about the kind of work we did. I couldn’t see her being happy merely typing letters and doing simple data entry.

Then something even more surprising happened. I heard that Linda was becoming very negative about me and INJOY. She wasn’t being malicious, but her comments were inappropriate. And that saddened me because I always liked her.

Meanwhile, life went on. Dick hired someone to replace Linda, and the company continued its growth. About eight months later, I got a phone call telling me Linda wanted to see me. On the day that she came to my office, she was shaking. And as she talked, she started to cry. She apologized for all the

negative things she had been saying. Then she told me why she quit and what led to her feelings of bitterness.

“I was working so hard and so many hours,” Linda said, “that it was killing me. I thought nobody cared. I realize now that I should have gone to Dick or come to you and told you how I was feeling. But I was in performance mode, and I was too proud to cry ‘uncle.’ Then I started a pity-me party. John, I am very sorry.”

Linda went on to say that it took her only a month at her new job to realize she had made a big mistake; she should have stayed at INJOY.

“What are you going to do now?” I asked.

“I don’t know. I’m not going to stay where I am because I’ve handled that poorly too. I guess I’m going to look for a job.”

“Would you ever think about coming back to INJOY?” I asked.

“Do you think you could trust me again?” she replied.

“I don’t know . . . ,” I said.

Later that day, Dick told me that Linda had met and apologized to him too. She also apologized to her current employer.

Dick and I talked about it, and he offered to hire her back. But it would be in a different capacity. The only thing available at the time was a position taking incoming calls and answering correspondence. It must have been difficult for Linda, who had once been Dick’s second in command, but she accepted. For three years, Linda worked hard and did everything asked of her with excellence and a positive attitude, and over time, she began to assist Dick more and more.

HELPING MAKE A DIFFERENCE

When I left the pastorate at Skyline in 1995 to devote myself full-time to The INJOY Group, I needed to hire a new assistant. And one of the people I considered was Linda. I knew she was highly competent; the only issue I needed to settle was whether I could trust her unconditionally. An executive assistant who works with me has to be capable of running my life, dealing with sensitive and personal information about me and my family, and representing me well with everyone.

It didn’t take me long to settle the issue. I knew I wanted Linda to be my assistant. Since that day, I’ve never looked back or doubted her. In fact, if she hadn’t courageously suggested I tell her story, it never would have occurred to me to share it.

After Linda started working with me again, she told me something interesting.

“From the early days when I worked at Skyline back in ’86,” she said, “I always believed that someday I would be your assistant. And to think that I almost blew it! The turning point for me was the day I looked at myself in the mirror and realized that I needed to make some changes in my life—starting with my attitude. If I hadn’t, I never would have gotten the opportunity to do the work that I believe God put me here to do.”

Today, Linda is awesome. I marvel at what she is capable of doing. And every time I make a positive impact on anyone with a conference or book, she is a part of it. I wouldn’t trade her for anyone else in the world.

As you read this, if you are not happy with your current job, family situation, or life, look first at what you can change in yourself before trying to alter your circumstances. And recognize this:

Not *realizing* what you want is a problem of *knowledge*

Not *pursuing* what you want is a problem of *motivation*.

Not *achieving* what you want is a problem of *persistence*

If you know who you are, make the changes you must in order to learn and grow, and then give everything you’ve got to your dreams, you can achieve anything your heart desires.

YOUR EIGHTH STEP TO FAILING FORWARD: CHANGE YOURSELF, AND YOUR WORLD CHANGES

Sam Peeples Jr. says, “The circumstances of life, the events of life, and the people around me in life do not *make* me the way I am, but *reveal* the way I am.” Take some time to discover who you are by examining your weaknesses and strengths.

First, list evident weaknesses or flaws:

MY WEAKNESSES

Personal Observations:

Observations from Those Closest to Me:

Observations from Other People:

Weaknesses require change. If something you listed falls into the category of attitude or character, you need to do an about-face, as Linda Eggers did. (It may require an apology, restitution, or changes in lifestyle.) If a weakness you listed has to do with an absence of talent or skill, then you may need to make adjustments in your priorities, goals, or career.

Now, think about your strengths. List the gifts, talents, opportunities, and resources you possess:

MY STRENGTHS

Giftedness:

Skills:

Opportunities:

Resources:

Develop a plan that will allow you to build on the strengths and maximize your potential. Remember, you cannot change without unless you change within. Change yourself, and your whole world changes.

Steps to Failing Forward:

1. Realize there is one major difference between average people and achieving people.
2. Learn a new definition of *failure*
3. Remove the “you” from failure.
4. Take action and reduce your fear.
5. Change your response to failure by accepting responsibility.
6. Don’t let the failure from outside get inside you.
7. Say good-bye to yesterday.
8. Change yourself, and your world changes.

CHAPTER 8: WHO IS THIS PERSON
MAKING THESE MISTAKES?

Instructions:

1. Read the Morning Motivational for the day (approximately 10 minutes).
2. Underline key words—especially words you do not understand.
3. Try to guess the meaning of the words you do not understand. Do not use a dictionary (electronic or otherwise).
4. Read the questions below. Write notes (not sentences) for discussion later on.
5. Find a partner, and then begin the discussion. There is no need to finish all the questions.

Discussion:

1. In your own words, summarize the article and tell it to your partner.
2. Share with your partner the idea you liked best in the article.
3. Why is failure in your life the greatest opportunity to find out who you really are?
4. Explain why John James Audubon's early educational years were not successful. What was Audubon's "real passion?" What qualities marked his entire life?
5. What was Audubon's "Great Idea?" How did this idea change his attitude and life?
6. According to John Maxwell why are people so hesitant to change?
7. "To have an opportunity to reach your potential, you must know who you are and face your flaws." What four-step process does Maxwell suggest to help you know yourself, your flaws, and your strengths?
8. "Sam Peeples, Jr. says, 'The circumstances of life, the events of life, and the people around me in life do not make me the way I am, but reveal the way I am.'" Take a few moments to share with your partner one of your weaknesses and one of your strengths.
9. If there is time, go to the vocabulary words you underlined because you

were not sure of the meaning. Try to guess the meaning and share it with your partner.

10. If there is still time, read the article out loud together.

EMBRACING FAILURE

AS A FRIEND

TAKE A RISK—THERE'S NO
OTHER WAY TO FAIL FORWARD

*While one person hesitates because he feels inferior,
the other is busy making mistakes and becoming superior.*

—Henry C. Link

Every era has its great explorers, people willing to face danger to break new ground and discover new worlds. Americans love those kinds of people. The names of pioneers and daring adventurers ring throughout our history: Columbus, Crockett, Lewis and Clark, Lindbergh, Armstrong. The fuel that makes it possible for people like them to conquer new territory is risk. Pioneer aviator Charles Lindbergh emphasized that point: “What kind of man would live where there is no daring? I don’t believe in taking foolish chances, but nothing can be accomplished if we don’t take any chances at all.”

Risk is a funny thing; it’s very subjective. Here’s what I mean: Someone may have no trouble plunging off a high tower with a bungee cord attached to his leg, but the same person may regard speaking in front of a group of twenty people as a death-defying risk. To another person, speaking isn’t intimidating at all. For example, I love to speak to groups, and I’ve spoken to groups as large as eighty-two thousand people. On the other hand, I would never willingly bungee jump.

How do you judge whether some activity is worth the risk? Do you base it on your fear? No, you should do some things that scare you. Should you base it on the probability of success? No, I don’t think that’s the answer either. Risk must be evaluated not by the fear it generates in you or the probability of your success, but by the *value* of the goal.

SHE’S A PIONEER?

Allow me to tell you the story of someone who pushed the envelope of risk in order to achieve goals that were valuable to her. As she grew up, there were no significant indications that Millie would someday be one of the great

adventurers of the twentieth century. She was an inquisitive child, born in Kansas in 1897. She was bright and excelled academically. She liked reading books and reciting poetry. She also enjoyed sports, particularly basketball and tennis.

After recognizing the impact of war on the soldiers who served in Europe during World War I, Millie wanted to do something to help. She decided to study nursing, and during the war, she worked as a military nurse's aide in Canada. After the war was over, she enrolled as a pre-med student at Columbia University in New York. In 1920, after her first year at school was finished, she visited her family in Los Angeles. That's when she took her first plane ride at Daugherty Field in Long Beach, California. And she was hooked. "As soon as we left the ground I knew I myself had to fly," she said.¹ She never returned to med school.

BOLD VENTURES

That was the beginning of a new life for Millie. Oh, I should mention that "Millie" is what her family called her. You and I know her as Amelia—Amelia Earhart. She immediately began working odd jobs to earn the \$1,000 required to take flying lessons, and soon she was learning how to fly from Anita Snook, another pioneer flier.

Learning to fly wasn't easy—at least not for Earhart. She had more than her share of crashes. But she persevered. Years later, she told her husband her perspective on flying: "Please know I am quite aware of the hazards . . . I want to do it because I want to do it. Women must try to do things as men have tried. When they fail, their failure must be but a challenge to others."²

In 1921, Earhart made her first solo flight. The next year she set the first of her many aviation records (for highest altitude). She piloted planes because she loved to fly, but she also had an agenda. She was trying to break ground for others. "My ambition is to have this wonderful gift produce practical results for the future of commercial flying and for the women who may want to fly tomorrow's planes," she said.³

During the course of her flying career, Earhart set many records and achieved many firsts:

- 1928: First woman to cross the Atlantic Ocean in an aircraft as passenger.
- 1929: First president of the Ninety-nines, an association of female pilots.
- 1930: Women's speed record of 181.8 miles per hour on a three-kilometer

course.

- 1931: First person to set an altitude record in an autogiro (early helicopter) at 18,451 feet.
- 1932: First female pilot to fly solo over the Atlantic Ocean.
- 1935: First person to fly solo and nonstop between Oakland, California, and Honolulu, Hawaii.

ONE MORE BIG RISK

By 1935, Amelia Earhart was a seasoned, world-class pilot and had done a lot to accomplish her goals of opening doors for women and legitimizing commercial aviation. She must have believed the motto of all great achievers, “If at first you *do* succeed, try something harder,” because that’s when she decided to embark on her greatest adventure. She intended to fly around the world. That feat had already been accomplished by a man, but Earhart intended to route her flight near the equator and set a record for the longest flight (by either gender) at 29,000 miles.

In March 1935, she started on her way. She flew the first leg from Oakland to Hawaii. But as she took off from Luke Field near Pearl Harbor, she blew a tire and crashed the plane, causing tremendous damage. She had failed—but she wasn’t ready to give up. Her plane was shipped to California for repairs, and she planned her next attempt.

Two years later, in June 1937, Earhart again started on her around-the-world voyage, this time heading east. She observed, “I have a feeling that there is just about one more good flight left in my system and I hope this trip is it. Anyway when I have finished this job, I mean to give up long-distance ‘stunt’ flying.”⁴ By the end of June, she and her navigator, Frederick Noonan, had flown 22,000 miles. When they took off from New Guinea on July 2, they were filled with hope because there were only 7,000 miles to go. But they were never seen again. Although U.S. Navy ships searched diligently, no trace of them or their plane was found.

WORTH THE RISK

If anyone had been able to talk to Earhart during her last hours, I believe she would not have expressed any regret for attempting what she did. She once said, “Now and then women should do for themselves what men have already done—

occasionally what men have not done—thereby establishing themselves as persons, and perhaps encouraging other women toward greater independence of thought and action. Some such consideration was a contributing reason for my wanting to do what I so much wanted to do.”⁵

To achieve any worthy goal, you must take risks. Amelia Earhart believed that, and her advice when it came to risk was simple and direct: “Decide whether or not the goal is worth the risks involved. If it is, stop worrying.”

The reality is that *everything* in life is risky. If you want to avoid all risk, then don’t do any of the following:

Don’t ride in an automobile—they cause 20 percent of all fatal accidents.

Don’t travel by air, rail, or water—16 percent of all accidents result from these activities.

Don’t walk in the street—15 percent of all accidents occur there.

Don’t stay at home—17 percent of all accidents happen there.⁶

In life, there are no safe places or risk-free activities. Helen Keller, author, speaker, and advocate for disabled persons, asserted, “Security is mostly a superstition. It does not exist in nature, nor do the children of men as a whole experience it. Avoiding danger is no safer in the long run than outright exposure. Life is either a daring adventure or nothing.”

Everything in life brings risk. It’s true that you risk failure if you try something bold because you might miss it. But you also risk failure if you stand still and don’t try anything new. G. K. Chesterton wrote, “I do not believe in a fate that falls on men however they act; but I do believe in a fate that falls on them unless they act.” The less you venture out, the greater your risk of failure. Ironically the more you risk failure—and actually fail—the greater your chances of success.

When it comes to taking risks, I believe there are two kinds of people: those who don’t dare try new things, and those who don’t dare miss them.

DON’T-DARE-TRY-IT PEOPLE

1. They *resist* opportunities.
2. They *rationalize* their

DON’T-DARE-MISS-IT PEOPLE

1. They *find* opportunities.
2. They *finish* their responsibilities.

responsibilities.

3. They *rehearse* impossibilities.
4. They *rain* on enthusiasm.
5. They *review* their inadequacies.
6. They *recoil* at the failure of others.
7. They *reject* the personal cost involved.
8. They *replace* goals with pleasure.
9. They *rejoice* that they have not failed.
10. They *rest* before they finish.
11. They *resist* leadership.
12. They *remain* unchanged.
13. They *replay* the problems.
14. They *rethink* their commitment.
15. They *reverse* their decision.

Motto: I would rather try nothing great and succeed than try something great and risk failure.

3. They *feed* on impossibilities.
4. They *fan* the flame of enthusiasm.
5. They *face* their inadequacies.
6. They *figure* out why others failed.
7. They *finance* the cost into lifestyle.
8. They *find* pleasure in the goal.
9. They *fear* futility, not failure.
10. They *finish* before they rest.
11. They *follow* leaders.
12. They *force* change.
13. They *fish* for solutions.
14. They *fulfill* their commitments.
15. They *finalize* their decision.

Motto: I would rather try nothing great and succeed than try something great and risk failure.

If you want to increase your odds of success, you have to take chances.

TRAPS THAT MAKE PEOPLE BACK AWAY FROM RISK

If risk has such great potential rewards, then why don't people embrace it as a friend? I believe they don't because they tend to fall into one or more of the following six traps:

1. The Embarrassment Trap

Deep down, nobody wants to look bad. And if you take a risk and fall flat on your face, you might embarrass yourself. So what? Get over it. The only way to become better is to take steps forward—even shaky ones that cause you to fall down. Little progress is better than no progress at all. Success comes in taking many small steps. If you stumble in a small step, it rarely matters. Don't gift wrap the garbage. Let little failures go.

2. The Rationalization Trap

People who are caught in the rationalization trap second-guess everything they do, and as they prepare to take action, they say to themselves, “Maybe it’s really not that important.” But the truth is, if you wait long enough, *nothing* is important. Or as Ed’s Fifth Rule of Procrastination states, “Spend sufficient time confirming the need, and the need will disappear.”

Sydney J. Harris says, “Regret for the things we did can be tempered by time; it is regret for the things we did not do that is inconsolable.” If you take risks and fail, you’ll have fewer regrets than if you do nothing and fail.

3. The Unrealistic Expectation Trap

For some reason, many people think everything in life should be easy, and when they find out that achievement takes effort, they give up. But success takes hard work.

Consider this Latin proverb: “If there is no wind, row.” As you prepare to take a risk, don’t expect to get a favorable wind. Begin with the mind-set that you have to row; then if you receive help, it will be a pleasant surprise.

4. The Fairness Trap

When psychologist M. Scott Peck begins his book *The Road Less Traveled* with the words “Life is difficult” what he is getting at is life isn’t fair. Many people never learn that fact. Instead of acknowledging it and moving on, they expend their energy trying to find fairness. They say to themselves, “I shouldn’t have to be the one to do this.”

Dick Butler expands on this idea: “Life isn’t fair. It isn’t going to be fair. Stop sniveling and whining and go out and make it happen for you.” Wishing that a risk wasn’t yours to take won’t make it any easier. In fact, it might make it harder. Your attitude about it is your choice.

5. The Timing Trap

Don Marquis, the famous writer and humorist, was known to be a champion procrastinator. A friend who knew of this tendency in Marquis asked him how he ever got his day’s work done. “That’s simple,” said Marquis. “I just pretend that it’s yesterday’s.”

Some people tend to think that there’s a perfect time to do everything—and this isn’t it. So they wait. But Jim Stovall advises, “Don’t wait for all the lights to be green before you leave the house.” If you wait for perfect timing, you’ll wait forever. And the more you wait, the more tired you’ll get. William James

wisely declared, “There is nothing so fatiguing as the eternal hanging on of an uncompleted task.” Don’t use timing as an excuse to procrastinate.

6. The Inspiration Trap

Someone once said, “You don’t have to be great to start, but you have to start to be great.” Many people want to wait for inspiration before they are willing to step out and take a risk. I find that’s especially true of people with an artistic bent. But as playwright Oscar Wilde said, when he was asked the difference between a professional writer and an amateur, the difference is that an amateur writes when he feels like it; a professional writes regardless.

When it comes to moving forward, Bill Glass gives this advice: “When you get an insight or inspiration, do something about it in twenty-four hours—or the odds are against your ever acting on it.”

ARE YOU TAKING ENOUGH RISKS?

As you examine the way you live, consider whether you are taking enough risks— not senseless ones, but intelligent ones. Even if you don’t fall into one of the six traps I just reviewed, you still may be playing it too safe. How can you tell? By looking at your mistakes.

Fletcher L. Byrom says:

Make sure you generate a reasonable number of mistakes. I know that comes naturally to some people, but too many executives are so afraid of error that they rigidify their organization with checks and counterchecks, discourage innovation, and, in the end, so structure themselves that they will miss the kind of offbeat opportunity that can send a company skyrocketing. So take a look at your record, and if you can come to the end of a year and see that you haven’t made any mistakes, then I say, brother, you just haven’t tried everything you should have tried.

If you are succeeding in everything you do, then you’re probably not pushing yourself hard enough. And that means you’re not taking enough risks.

ANOTHER KIND OF RISK TAKING

You may have trouble relating to the great explorers and adventurers from history such as Amelia Earhart. The risks those people took may seem too different from your life situation. If so, you need to know about the life of someone whose quiet willingness to risk may seem more like your own.

His name was Joseph Lister, and he was a second-generation physician born

in England in 1827. Back in the days when he began practicing medicine, surgery was a painful, grisly affair.

If you had the misfortune of being injured and requiring surgery in the mid-1800s, here's what you could have expected: You would have been taken to a hospital's surgical theater, a building that was separate from the main hospital to prevent the regular patients from becoming upset by the screaming. (Anesthesia had not yet been developed.) You would have been strapped to a table that looked a lot like the one in your kitchen, under which sat a tub of sand, positioned to catch blood.

Your surgery would have been performed by a physician or barber likely surrounded by a group of observers and assistants. All of them would be dressed in the regular street clothes they wore throughout the course of the day while traveling around town and treating patients. The instruments the doctor used would have been pulled from a nearby drawer where they had been placed (unwashed) after the previous surgery. And if your surgeon needed his hands free while working on you, he might have held the surgical knife between his teeth.

Your chances of surviving surgery would be a little better than 50 percent. If you had the misfortune of having your operation in a military hospital, your chances of surviving would go down to about 10 percent. Of surgery during that era, one contemporary doctor wrote, "A man laid on the operating table in one of our surgical hospitals is exposed to more chances of death than the English soldier on the field of Waterloo."⁷

DETERMINED TO MAKE A DIFFERENCE

Like the other surgeons of his time, Lister was distressed by the death rate of his patients, but he was ignorant of the cause. However, he was determined to discover a way to save more of his patients.

Lister's first major breakthrough came after he was given some writings by his friend Thomas Anderson, a chemistry professor. The papers were written by scientist Louis Pasteur. In them the French scientist stated his opinion that gangrene was caused not by air, but by bacteria and germs present in air. Lister thought those ideas were remarkable. And he theorized that if the dangerous microbes could be eliminated, his patients would have a better chance of avoiding gangrene, blood poisoning, and the other infections that often killed them.

INNOVATION MAKES HIM AN OUTCAST

Because of what we know today about germs and infection, Lister's ideas may seem to be common sense. But his belief was radical in those days—even among members of the medical community. And when Lister, who was working at a hospital in Edinburgh, presented his beliefs to the senior surgeons, he was taunted, ridiculed, and rejected. Each day as he made his rounds, his colleagues insulted and criticized him mercilessly. He was an outcast.

Despite the rejection of his peers and an inherently gentle nature, Lister refused to back down. He continued his work on the problem, but did his research at home. For a long time he and his wife worked in a laboratory they had created in their kitchen. The key, he believed, was to find a substance that would be capable of killing the microbes.

Lister finally settled on carbolic acid, a substance used to clean the sewage system in the city of Carlisle. His preliminary research done, he was ready to test his theory. But that would require another risk, one greater than rejection by his peers—he would have to experiment with carbolic acid on a living patient, not knowing whether it would kill him.

A GREATER RISK

Lister determined to wait until he found the right person. It would require someone who faced almost certain death. He found his patient on August 12, 1865. An eleven-year-old boy who had been run over by a cart was brought into the hospital. His leg had been so badly damaged that the broken bones had come through the skin. And his injury was more than eight hours old. He was the kind of patient who usually didn't survive.

Lister used carbolic acid to clean the wound, his instruments, and anything that came into contact with his patient. He also dressed the wound with bandages soaked in the substance. Then he waited. One day, two days, three days, then four days passed. To his joy, after four days there were no signs of fever or blood poisoning. After six weeks, the boy was able to walk again.

Amid heavy criticism, Lister used carbolic acid in all his procedures. During 1865 and 1866, he treated eleven patients with compound fractures, and none of his patients contracted infections. As he continued his new procedures, he did research to improve his methods, finding additional antiseptic substances that worked even better.

THE RESULT OF RISK

In 1867, Lister published his findings, and still the medical profession ridiculed him. For more than a decade, he communicated his findings and encouraged other doctors to adopt his practices. Finally in 1881, sixteen years after his first success with a patient, his peers at the International Medical Congress held in London recognized his advances. They called his work perhaps the greatest advance that surgery had ever made.⁸ In 1883, he was knighted. In 1897, he was made a baron. Today, if you've had any kind of surgery, as I have, you owe Dr. Joseph Lister a debt of gratitude. His risk secured our safety.

Lister's risks may not look as flashy as those taken by someone like Amelia Earhart, but that doesn't matter. What he did brought great personal achievement to him and lasting benefits to others. He wasn't content with success as a doctor. He attempted something more difficult—and riskier. And that's what matters. You risk because you have something of value you want to achieve. That's just another part of failing forward.

YOUR ELEVENTH STEP TO FAILING FORWARD:

IF AT FIRST YOU DO SUCCEED, TRY SOMETHING HARDER

The willingness to take greater risks is a major key to achieving success, and you may be surprised that it can solve two very different kinds of problems.

First, if you've been hitting all the goals you set for yourself, then you need to increase your willingness to take chances. The road to the next level is always uphill, so you can't coast there.

Conversely, if you find yourself in a place where it seems that you don't achieve many of your goals, you may be playing it too safe. Once again, the answer is a willingness to take greater risks. (It's ironic that opposite ends of the spectrum come together in the area of risk.)

Think about the next big goal ahead of you. Write down your plan for reaching it. Then go over that plan to see whether you have included enough risks. If not, find parts of that process where you can push the envelope, take more chances, and increase your opportunity for success.

Steps to Failing Forward:

1. Realize there is one major difference between average people and achieving people.
2. Learn a new definition of *failure*

3. Remove the “you” from failure.
4. Take action and reduce your fear.
5. Change your response to failure by accepting responsibility.
6. Don’t let the failure from outside get inside you.
7. Say good-bye to yesterday.
8. Change yourself, and your world changes.
9. Get over yourself and start giving yourself.
10. Find the benefit in every bad experience.
11. If at first you do succeed, try something harder.

T.I.P. MORNING MOTIVATIONAL

CHAPTER 11: TAKE A RISK— THERE'S NO OTHER WAY TO FAIL FORWARD

Instructions:

1. Read the Morning Motivational for the day (approximately 10 minutes).
2. Underline key words—especially words you do not understand.
3. Try to guess the meaning of the words you do not understand. Do not use a dictionary (electronic or otherwise).
4. Read the questions below. Write notes (not sentences) for discussion later on.
5. Find a partner, and then begin the discussion. There is no need to finish all the questions.

Discussion:

1. In your own words, summarize the article and tell it to your partner.
2. Share with your partner the idea you liked best in the article.
3. What does it mean “to take a risk?” The author says, “Risk is a funny thing; it’s very subjective.” What does he mean by “subjective?” What examples of risk does he give?
4. “Risk must be evaluated not by the fear it generates in you or the probability of your success, but by the value of the goal.” Explain the author’s meaning in your own words. Do you agree or disagree with him? Why?
5. Briefly retell the life story of Amelia Earhart to your partner. What does it mean to “push the envelope?” Read out loud the list of her many records and achievements.
6. Amelia Earhart said, “Decide whether or not the goal is worth the risk involved. If it is, stop worrying.” Can you remember a time when you took a risk to reach a valuable goal? Tell your partner about the risk, how and why you decided to take it, the result, and if it was worth it.
7. “Everything in life brings a risk,” says the author. “It’s true that you risk failure if you try something bold, because you might miss it. But you also

risk failure if you stand still and don't try anything new." Do you agree or disagree, and why?

8. Read together out loud the characteristics of the "two kinds of people" regarding risks. Which kind of person are you more like? What characteristics would you like to adopt for your own life?
9. If time, retell the story of Dr. Joseph Lister's work and achievement. What obstacles did he overcome to achieve something great that changed modern medicine forever?
10. If there is time, go to the vocabulary words you underlined because you were not sure of the meaning. Try to guess the meaning and share it with your partner.

INCREASING YOUR
ODDS FOR SUCCESS

AVOID THE TOP TEN
REASONS PEOPLE FAIL

*Lord, deliver me from the man who never makes a mistake, and also from
the man who makes the same mistake twice.*

—Dr. William Mayo

I don't put much stock in the idea of luck. I think that usually things go well or not so well for people based on their actions. I believe that for the most part you create your own luck by working hard, practicing self-discipline, remaining persistent, and making personal growth a daily priority. Add to that the blessings of a loving God, and you don't need to think about luck.

However, a few years ago, I came across an article printed in the *Los Angeles Times* that almost made me change my mind about luck. Here's what it said:

NEW YORK—Jolted, jilted, hammered in a car crash and robbed, Lawrence Hanratty was named Friday as the unluckiest man in New York.

Nearly electrocuted in a construction site accident in 1984 that put him in a coma for weeks, Hanratty lost the lawyers fighting for his disability claim— one was disbarred, two died—and his wife ran off with her lawyer.

Hanratty, who has spent years fighting heart and liver disease, had his car wrecked in a crash last year. When police left the scene of the accident, he was held up and robbed.

"I say to myself, 'How much more am I going to be tested in life to see how much I can endure?'" Hanratty told the New York Daily News in a description of more than 10 years of agony that runs under the Page One headline: "Think You Got it Bad? Meet . . . Luckless Larry."

As if he hasn't tolerated enough hardship, 38-year-old Hanratty of Mt. Vernon, N.Y., said an insurance company now wants to cut off his workers' compensation benefits and his landlord has threatened to kick him out of his apartment.

Depressed and suffering from agoraphobia, a fear of open spaces, Hanratty uses a canister of oxygen and takes 42 pills a day for his heart and liver ailments. But with help from neighbors and a New York state assemblyman, he is not giving up yet.

“There’s always hope,” he said.¹

Reading that story makes you want to try to find poor Lawrence to see if you can help him out in some way, doesn’t it?

I think the experiences of Lawrence Hanratty are not typical of most people who continually fail or experience continual ongoing adversity. Why? Because most of the time the trouble we face is the result of our negative actions. It’s our own fault.

THE TOP TEN WAYS PEOPLE GET IN THEIR OWN WAY

Many people possess blind spots when it comes to knowing about themselves. Sometimes the blind spots apply to strengths, but more often people fail to see their weaknesses. And that causes trouble. If you don’t know you have a problem, then you can’t work to fix it.

In the next several pages, I’d like to acquaint you with what I have observed to be the top ten reasons people fail. As you read, please be open-minded, and try to see yourself and your shortcomings in the following descriptions. Become aware of recurring issues in your life. As you read, you may find your Achilles’ heel. By the way, the Achilles of ancient Greek myth was a warrior who was totally indestructible— except in one tiny spot on his heel. And that one flaw allowed his complete destruction. That’s the way flaws work. So don’t mentally minimize the amount of damage that a weakness may create.

1. Poor People Skills

By far the greatest single obstacle to success that I see in others is a poor understanding of people. A while back the *Wall Street Journal* printed an article on the reasons that executives fail. At the top of the list was a person’s inability to effectively relate to others.

I was talking to some people a couple of days ago, and they were complaining

about not winning a business contract that they had bid on. “It wasn’t fair,” one person told me. “All the people involved knew each other, and we didn’t have a chance. It’s all politics.” But what he went on to describe wasn’t politics. It was relationships.

Authors Carole Hyatt and Linda Gottlieb indicate that people who fail on the job commonly cite “office politics” as the reason for their failures, but the reality is that what they call politics is often nothing more than regular interaction with other people. Hyatt and Gottlieb assert,

Most careers involve other people. You can have great academic intelligence and still lack social intelligence—the ability to be a good listener, to be sensitive toward others, to give and take criticism well.

If people don’t like you, they may *help* you fail . . . On the other hand, you can get away with serious mistakes if you are socially intelligent . . . A mistake may actually *further* [your] career if the boss thinks [you] handled the situation in a mature and responsible way.²

How are you when it comes to working with people? Are you genuine and authentic, or do you continually put up a front? Do you listen carefully to others, or do you do most of the talking? Do you expect everyone else to conform to your wishes, your schedule, and your agenda, or do you look for ways to meet people on their terms?

If you haven’t learned how to get along with people, you will always be fighting a battle to succeed. However, making people skills a strength will take you farther than any other skill you develop. People like to do business with people they like. Or to put it the way President Theodore Roosevelt did: “The most important single ingredient in the formula of success is knowing how to get along with people.”

2. A Negative Attitude

I saw a cartoon that depicted a man getting his palm read by a fortune-teller. As she studied the man’s palm, she said, “You will be sad, miserable, and poor until you’re 30.”

“Gee,” the man replied hopefully, “what happens when I’m 30?”

The fortune-teller replied, “Then you’ll get used to it.”

Your reaction to the circumstances of your life has everything to do with your well-being and your success. W. Clement Stone tells a story about a young bride who traveled with her husband to the California desert during World War II.

Because she had grown up in the East, the desert seemed remote and desolate

to her. Where they lived didn't make it any easier. The only housing they could find was a shack near a village of Native Americans, none of whom spoke English. She spent a lot of time there alone, waiting out the sweltering heat each day.

When her husband was gone for a long period, she wrote her mother to say she was returning home. A few days later, she received this reply:

Two men looked from prison bars,
One saw mud, the other stars.

Those words helped the young woman to see things more clearly. Maybe she couldn't improve her circumstances, but she could improve herself. She made friends with her Native American neighbors, she began working with them on weaving and pottery, and she took time to explore the desert and discover its natural beauty. All of a sudden, she was living in a new world—and the only thing that had changed was her attitude.

If your circumstances constantly get you down, then maybe it's time for a change—not in your situation, but in your attitude. If you can learn to make the best of any situation, you can remove a formidable obstacle that stands between you and your dreams.

3. A Bad Fit

Though we should always first examine our attitudes when we don't enjoy our circumstances, sometimes a change in situation is also in order. Sometimes a case of mismatched abilities, interests, personality, or values can be a major contributor to chronic failure.

A good example can be seen in the life of film producer David Brown. He started out in corporate America and was fired from three different jobs before he realized that corporate life was not for him. After working his way up in Hollywood and becoming the number two man at Twentieth Century Fox, he was fired after recommending a film that turned out to be a flop. Then he became an editorial vice president at the New American Library, but he was fired when he clashed with a coworker. Later he was rehired by Twentieth Century Fox, but six years later was fired again, along with Fox's president, Richard Zanuck.

Brown examined his working behavior and determined that his outspoken, risk-oriented ways didn't fit well in the settings where he had been working. He was too much of an entrepreneur to work in jobs with confining expectations. Although he had failed as a corporate executive, he was extremely successful

when he pursued his own ideas with his former boss, Zanuck. He and Zanuck went on to produce many popular films, including the huge box office hit *Jaws*.

Few things in life are more frustrating than being stuck in a profession or organization that doesn't suit you. It's like always having to wear shoes that are two sizes too large or too small. Are you a salesperson stuck in an accountant's job? Are you a corporate executive who would rather be home raising your children? Are you an engineer who would rather be pastoring a church? Are you an entrepreneur working for an organization whose idea of progress is moving backward slowly? Evaluate yourself and your situation. If there is a poor fit, think about making a change.

4. Lack of Focus

Bad things happen when a person doesn't focus. Let me illustrate with a story. One day a businessman visited a small-town florist shop to order flowers for a friend who was opening a new business. The floral shop owner was unusually busy and was scrambling to fill orders while she took the businessman's information.

Later that day, the man arrived at his friend's grand opening and saw a big floral wreath with his name on it that said, "With Deepest Sympathy During This Time of Sorrow."

The businessman was irate. He called the florist to complain and asked, "What in the world happened? Do you have any idea how stupid you made me look?"

"I'm so sorry," the shop owner said, "I was a little scrambled when you came by. But your situation wasn't nearly as bad as it was at the funeral home. That card said, 'Best Wishes in Your New Location.'"

Anybody can make an honest mistake when things are hectic. But people lacking focus have trouble not because they're too busy, but because their priorities are out of whack. And that wastes their time and resources. If you go from task to task to task without making any progress, or you can't seem to reach a goal no matter how much effort you give it, examine your focus. No one can move forward without it.

5. A Weak Commitment

For a long time, it seemed that apathy was chic. But effort and commitment seem to be coming back into style. And that's good because without commitment, you cannot accomplish anything of value. Johann Wolfgang von Goethe addressed the importance of commitment: "Until one is committed, there is hesitance, the chance to draw back, and always ineffectiveness . . . The moment one definitely commits oneself . . . a whole stream of events issue from

the decision, raising in one's favor all manner of unforeseen incidents and material assistance which no man could have dreamed would come his way."

The last time you failed, did you stop trying because you failed, or did you fail because you stopped trying? What was your level of commitment? Did you give the task everything you had? Did you go the extra mile? Did you put enough of yourself on the line to guarantee that you would give your very best?

If you're committed, a failure doesn't mean that you'll never succeed. It just means you will take longer. Commitment makes you capable of failing forward until you reach your goals.

6. An Unwillingness to Change

Perhaps the most relentless enemy of achievement, personal growth, and success is inflexibility. Some people seem to be so in love with the past that they can't deal with the present.

Not long ago, a friend sent me "The Top Ten Strategies for Dealing with a Dead Horse." I thought the list was hilarious:

1. Buy a stronger whip.
2. Change riders.
3. Appoint a committee to study the horse.
4. Appoint a team to revive the horse.
5. Send out a memo declaring the horse isn't really dead.
6. Hire an expensive consultant to find "the real problem."
7. Harness several dead horses together for increased speed and efficiency.
8. Rewrite the standard definition of live horse.
9. Declare the horse to be better, faster, and cheaper when dead.
10. Promote the dead horse to a supervisory position.

I bet you've seen just about every one of these "solutions" enacted in your place of work. But there's really only one effective way to deal with that problem: When your horse is dead, for goodness' sake, dismount.

One *Calvin and Hobbes* comic strip portrayed the way that too many of us perceive change. Calvin and his stuffed-tiger friend were speeding down a hill in the boy's wagon. Calvin yelled back to Hobbes, "I thrive on change."

Surprised, Hobbes remarked, "You? You threw a fit this morning because your mom put less jelly on your toast than yesterday."

Calvin faced Hobbes and explained, "I thrive on making other people change."

You don't have to love change to be successful, but you need to be willing to

accept it. Change is a catalyst for personal growth. It gets you out of a rut, it gives you a fresh start, and it affords you an opportunity to reevaluate your direction. If you resist change, you're really resisting success. Learn flexibility, or learn to like living with your failures.

7. A Shortcut Mind-Set

A common obstacle to success is the desire to cut corners and take the short road to success. But shortcuts never pay off in the long run. As Napoleon said, victory belongs to the most persevering.

Most people tend to underestimate the time it takes to achieve something of value, but to be successful, you have to be willing to pay your dues. James Watt spent twenty years laboring to perfect his steam engine. William Harvey labored night and day for eight years to prove how blood circulated in the human body. And it took another twenty-five years for the medical profession to acknowledge he was right.

Cutting corners is really a sign of impatience and poor self-discipline. But if you are willing to follow through, you can achieve a breakthrough. That's why Albert Gray says, "The common denominator of success lies in forming the habit of doing things that failures don't like to do."

If you continually give in to your moods or impulses, then you need to change your approach to doing things. The best method is to set standards for yourself that *require* accountability. Suffering a consequence for not following through helps you stay on track. Once you have your new standards in place, work according to them, not your moods. That will get you going in the right direction.

Self-discipline is a quality that is won through practice. Psychologist Joseph Mancusi noted, "Truly successful people have learned to do what does not come naturally. Real success lies in experiencing fear or aversion and acting in spite of it."

8. Relying on Talent Alone

Talent is overrated. Not because it doesn't have value, but because talent alone isn't enough to take a person through the multiple failures that life brings. Adding a strong work ethic to talent is like pouring gasoline on a fire. It's explosive!

The great artists understand this, though some nonartists mistakenly believe that talent alone carries them through. David Bayles and Ted Orland explain,

Even at best, talent remains a constant, and those who rely upon that gift alone, without

developing further, peak quickly and soon fade to obscurity. Examples of genius only accentuate that truth. Newspapers love to print stories about five-year-old musical prodigies giving solo recitals, but you rarely read about one going on to become a Mozart. The point here is that whatever his initial gift, Mozart was also an artist who learned to work on his work, and thereby improved. In that respect he shares common ground with the rest of us.³

The greater your talent, the more likely you are to lean heavily on it and skip the hard day-to-day work of improving it. If you possess this negative tendency, put yourself on a growth plan so that you can make the most of your God-given talent.

9. A Response to Poor Information

Successful executives have in common the ability to make weighty decisions based on limited amounts of information. But they also have in common the ability to gather reliable information to use as they evaluate issues. General Douglas MacArthur knew this. He asserted, “Expect only 5 percent of an intelligence report to be accurate. The trick of a good commander is to isolate the 5 percent.”

As the pace of life and business increases, the difficulty of being able to collect and evaluate information will increase. In fact, Bill Gates’s best-selling book *Business @ the Speed of Thought* was written specifically to address this issue.

An example of what can go wrong when decisions are made on the basis of poor information is evident in the purchase of Rolls-Royce Motor Cars. Volkswagen and BMW battled each other to purchase Rolls-Royce from Vickers PLC. And Volkswagen won the battle, paying \$780 million for the luxury automaking company. But after the purchase was finalized, the buyers made a shocking discovery. Volkswagen owned the company, but not the rights to the name Rolls-Royce, which is synonymous with luxury cars around the world. The license for the name, it turned out, belonged to another company: Rolls-Royce PLC, an aerospace company. Even worse, Rolls-Royce PLC had ties to BMW. Guess who received permission to use the name? BMW—not Volkswagen. And it all happened because of poor information gathering.

10. No Goals

The last major cause of failure is an absence of goals. Don Marquis perceives that “ours is a world where people don’t know what they want and are willing to go through hell to get it.”

Joe L. Griffith believes, “A goal is nothing more than a dream with a time limit.” Many people don’t have goals because they haven’t allowed themselves

to dream. As a result, they don't possess a desire. If that describes you, then you must look deep within yourself and try to determine why you're on this planet. Once you've discovered that, you'll know what to shoot for. (I'll talk more about this in the next chapter.)

If you can discover the weakness that weakens you, then you can start doing something about it. And that can change your life. I've seen that happen again and again in people who desire success. Let me tell you about one of them.

PUTTING PURPOSE BEFORE PEOPLE

One of the people I rely on most at The INJOY Group is my good friend Dan Reiland. He and I have worked together for seventeen years. For more than a decade Dan was my right hand at Skyline Church, serving as my executive pastor. I couldn't have succeeded without him. When I resigned from the pastorate to lead The INJOY Group full-time, I took him with me. Today, he serves as INJOY's vice president of leadership development and church growth.

To say that Dan is naturally purpose driven would be an understatement. He is highly organized, and he goes after a goal with a vengeance. When I first met him, if he had dropped his briefcase and it had broken open, the contents would have fallen out in alphabetical order. But as is the case with many people, Dan's strength was also his weakness. Let's just say that because he was purpose driven, he was not the most relational guy in the world.

GOING RIGHT PAST HIS WORK

Initially Dan held the position of intern. I remember one day soon after he started the job, I was standing in the office lobby having a conversation with a group of people, and Dan came in from the parking lot with his carefully arranged briefcase. He walked right through the group of us and didn't say a word. He strode down the hall directly to his office.

I excused myself from the group, and I followed him. Dan set his briefcase down on his desk, and when he turned around, he was surprised to see that I was standing there.

"Dan," I said, "what are you doing? You walked right by us, and you didn't say anything."

"Well, I have a lot of work to do," Dan answered, pulling out a stack of papers.

“Dan,” I said looking him in the eye, “you just passed your work.” I wanted him to understand that people come first to a leader.

MAKING CHANGES

For the next year, Dan and I worked together, and I mentored him in the area of people skills. Dan worked especially hard; he was dedicated to improving himself. And you know, every year he got better. Today, if you were to meet Dan, you would think that his ability to work with people is a natural strength because he is so good at it. He is now one of the finest pastoral leaders in the country. And if I have a tricky assignment that requires someone with exceptional people skills to carry it out, do you know who is on my short list of choices? Dan. And that has become possible because of his willingness to grow and change. He has taken a weakness and turned it into a strength.

If you are dedicated to overcoming failure and achieving lasting success, then you need to be willing to do the same. Work on the weakness that weakens you, and there’s no telling how far you will go.

YOUR THIRTEENTH STEP TO FAILING FORWARD:

WORK ON THE WEAKNESS THAT WEAKENS YOU

Everybody has weaknesses. Review the top ten reasons people fail, and determine whether you need to work on one of these areas. (Or you may have a different issue that isn’t listed there.)

Start improving yourself by talking to a trusted friend. Ask him to help you evaluate yourself in your area of weakness. Then put yourself on a growth plan to turn that weakness into a strength. The plan may include reading books, attending classes or seminars, or finding a mentor. Determine to put your plan into action, and stick with it for *ayear*.

At the end of that time, go back to the friend who helped you evaluate yourself, and ask the person to evaluate your progress. If you still need improvement, begin a second phase of growth, following it as long as you must to keep growing.

Steps to Failing Forward:

1. Realize there is one major difference between average people and achieving people.

2. Learn a new definition of failure.
3. Remove the “you” from failure.
4. Take action and reduce your fear.
5. Change your response to failure by accepting responsibility.
6. Don’t let the failure from outside get inside you.
7. Say good-bye to yesterday.
8. Change yourself, and your world changes.
9. Get over yourself and start giving yourself.
10. Find the benefit in every bad experience.
11. If at first you do succeed, try something harder.
12. Learn from a bad experience and make it a good experience.
13. Work on the weakness that weakens you.

T.I.P. MORNING MOTIVATIONAL

CHAPTER 13:
AVOID THE TOP TEN REASONS PEOPLE FAIL

Instructions:

1. Read the Morning Motivational for the day (approximately 10 minutes).
2. Underline key words—especially words you do not understand.
3. Try to guess the meaning of the words you do not understand. Do not use a dictionary (electronic or otherwise).
4. Read the questions below. Write notes (not sentences) for discussion later on.
5. Find a partner, and then begin the discussion. There is no need to finish all the questions.

Discussion:

1. In your own words, summarize the article and tell it to your partner.
2. Share with your partner the idea you liked best in the article.
3. The author says, “Many people possess blind spots” when it comes to knowing about themselves. What are “blind spots?”
4. Who was Achilles and what was his weakness? What then, is the meaning of finding one’s “Achilles heal?”
5. List the top ten ways people “get in their own way.” Do any of these get in your way of success?
6. President Theodore Roosevelt said, “The most important single ingredient in the formula of success is learning how to get along with people.” How are you when it comes to working with people? Do you listen carefully to others or do you do most of the talking?
7. Briefly retell the story of the young bride of W. Clement Stone to your partner. What improved her life and her enjoyment of her new surroundings?
8. Retell the story of the florist whose lack of focus resulted in an embarrassing situation for two of her customers.
9. Read together out loud these words by Johann Wolfgang von Goethe on

the importance of commitment: “Until one is committed, there is hesitation, the chance to draw back, and always ineffectiveness . . . The moment one definitely commits oneself . . . a whole stream of events issue from the decision, raising in one’s favor all manner of unforeseen incidents and material assistance which no man could have dreamed would come his way.” What does this mean?

10. If there is time, go to the vocabulary words you underlined because you were not sure of the meaning. Try to guess the meaning and share it with your partner.

SELECTIONS FROM

THE 17 ESSENTIAL

QUALITIES OF A
TEAM PLAYER

BECOMING THE KIND OF
PERSON EVERY TEAM WANTS

INTRODUCTION

You cannot build a great team without great players. That is a fact. As the saying goes, “You can lose with good players, but you cannot win without them.” So how are you going to get good players? For that matter, how are you going to become a better player? When it comes to having good people on a team, you really have only two choices: train them or trade for them. You grow the players you already have into champions, or you go out and recruit championship-caliber people and bring them onto the team. This book can help you do either.

Developing a better team always begins with you. To improve the team, improve the individuals on the team. You can become a better team member by embracing the qualities outlined in the following pages. My recommendation is that you work your way through this book slowly. Read a chapter. Digest it. Use the “Bringing It Home” section to help you improve your grasp of each quality. By embracing the process, you can become the kind of person every team wants.

Improving yourself will add value to your team. But if you have a leadership role on your team, it’s especially vital. Why? Because you can effectively teach only what you consistently model. It takes one to know one, show one, and grow one.

Once you model the behavior you expect from your teammates, begin using *The 17 Essential Qualities of a Team Player* as a training manual. You can use it to help your players become better team contributors—regardless of their level of talent. And if you desire to recruit new players from outside the team, turn to the book as a guide for finding the kinds of players who will put the team first. You can be sure that anyone who displays all seventeen qualities will be a team player.

God-given ability may be out of our control, but the ability to work as a team isn’t. All people can choose to become better teammates. All they need to do is to embody the qualities of a team player. Do that yourself, help your teammates do the same, and the whole team will excel.

ADAPTABLE:

IF YOU WON'T CHANGE FOR THE TEAM,
THE TEAM MAY CHANGE YOU

*Inflexibility is one of the worst human failings.
 You can learn to check impetuosity, overcome fear with
 confidence, and laziness with discipline.
 But for rigidity of mind there is no antidote.
 It carries the seeds of its own destruction.*

—Anonymous

*Blessed are the flexible,
 for they shall not be bent out of shape.*

—Michael McGriff

A BEBOP MIND

His friends call him Q. He has become a legend in the entertainment industry. He has worked with the best in the business, starting in the bebop era: Duke Ellington, Count Basie, Lionel Hampton, Frank Sinatra, Ella Fitzgerald, Sarah Vaughan, Ray Charles, Miles Davis, and the list goes on. He produced the bestselling music single of all time: “We Are the World.” He produced the best-selling album of all time: Michael Jackson’s *Thriller*. He has been nominated for more Grammy Awards than any other person, and as of today, he has won a total of twenty-seven. The person I’m talking about is Quincy Jones.

Quincy Jones was born in 1933 in Chicago and spent his first decade in one of the city’s roughest neighborhoods. By his own admission, Jones says that he and his brother got into a lot of trouble in those early days. Then his family moved to Bremerton, Washington.

Soon afterward Jones discovered his love for music. At age eleven, he decided that he wanted to play an instrument. So he started with percussion. Even back then he showed signs of a quality that would mark him as a professional—his adaptability. He began staying after school and trying out a variety of other instruments. He tried the clarinet and violin, but ultimately he was attracted to brass. So he tried out all the brass instruments: baritone, French horn, sousaphone, and trombone. Finally he landed on the trumpet, and he excelled.

By age fourteen, he had his first paying job as a musician. As a teenager, he became friends with Ray Charles, who is just a few years older than he. Jones began to compose music and to learn how to do arrangements. And when the best bands and singers came through Seattle, he either went to hear them play or played with them. At age eighteen, he was on the road touring with Lionel Hampton.

Jones has always displayed a strong hunger to learn—which he calls an “obsessive curiosity”—and an amazing adaptability. Through the years, he has easily transitioned from musician to arranger to band leader. In the 1950s, he worked with many of the greatest jazz performers. In 1957, when he thought he could use more education, he moved to Paris and studied under Nadia Boulanger, who had tutored Aaron Copland and Leonard Bernstein.

At that time, Jones took a position with Mercury Records to make ends meet. That’s where he learned the business side of the music industry. He was so good at it that in 1964 the company made him a vice president. (He was the first African-American to hold an executive position at a major record company.) It was also in the sixties that Jones decided to tackle a new challenge: scoring movies. He has gone on to write music for more than thirty movies and numerous television programs.

Throughout his career, Jones has worked with the best singers and musicians in the world. Because he spent so much time in the jazz community, when he worked with Michael Jackson in 1982, some of his colleagues accused him of selling out. Jones thought that was ridiculous, as he explained:

When I was twelve to thirteen years old, we played everything—strip music, rhythm and blues. We played pop music, schottisches [similar to polkas], and Sousa . . . We played every club in town—black, white, tennis clubs. So, I’ve always had a range of styles to draw from. Working with Michael Jackson or Frank Sinatra has never been a stretch. Bebop was one thing I was deeply involved with musically, and bebop does affect your thinking. It takes you away from being rigid and helps you always keep your mind wide open.¹

His flexibility and creativity have served Jones well. They have not only enabled him to work with all kinds of musicians—from Latin to pop and from

jazz to rap— but they have also made it possible for him to bring the best out of any person he works with. He adapts to the person and the situation to create a win for everyone. “Everyone has a different way of relating to people,” observed Jones. “I take everybody one-on-one, and I’m happy I do because I’ve had some great relationships that transcend show business.”²

Jones himself has transcended professionally. He has used his adaptability to branch out into other industries. He broke into filmmaking when he coproduced *The Color Purple*. Then he took on television, producing several hit shows including *The Fresh Prince of Bel-Air*. Jones and several partners launched Qwest Broadcasting, and he is also the founder and chairman of *Vibe* magazine.

To Jones, being able to adjust or stretch himself is not a big thing; it’s just who he is. Currently he’s working on writing a Broadway show based on the life of Sammy Davis Jr. He says it makes him feel like he’s fifteen years old. Jones has never been afraid of a new idea, a new team, a new industry. Challenges have been no problem to him because he is so incredibly adaptable.

FLESHING IT OUT

Teamwork and personal rigidity just don’t mix. If you want to work well with others and be a good team player, you have to be willing to adapt yourself to your team. Harvard Business School professor Rosabeth Moss Kanter observed, “The individuals who will succeed and flourish will also be masters of change: adept at reorienting their own and others’ activities in untried directions to bring about higher levels of achievement.”

Team players who exhibit adaptability have certain characteristics. Adaptable people are . . .

1. Teachable

Diana Nyad said, “I am willing to put myself through anything; temporary pain or discomfort means nothing to me as long as I can see that the experience will take me to a new level. I am interested in the unknown, and the only path to the unknown is through breaking barriers.” Adaptable people always place a high priority on breaking new ground. They are highly teachable.

Look at Quincy Jones and you see someone who is always learning. His belief is that if a person works hard and becomes highly skilled in one area, he can transfer that ability to new endeavors. That approach can work for anyone who’s teachable. On the other hand, unteachable people have a difficult time with change, and as a result they never adapt well.

2. Emotionally Secure

Another characteristic of adaptable people is security. People who are not emotionally secure see almost everything as a challenge or a threat. They meet with rigidity or suspicion the addition of another talented person to the team, an alteration in their position or title, or a change in the way things are done. But secure people aren't made nervous by change itself. They evaluate a new situation or a change in their responsibilities based on its merit.

3. Creative

Creativity is another quality you find in adaptable people. When difficult times come, they find a way. Quincy Jones remarked,

There's an expression that says a person's age can be determined by the degree of pain he experiences when he comes in contact with a new idea. Somebody might say, "Let's try it this new way." You can actually see the pain. These people will grab their heads. It physically hurts to think of doing something different. The ones who don't react with fear are the really creative people. "Let's try it," they'll say. "Let's go there even if we blow it."³

Creativity fosters adaptability.

4. Service Minded

People who are focused on themselves are less likely to make changes for the team than people focused on serving others. Educator and college president Horace Mann stated, "Doing nothing for others is the undoing of one's self." If your goal is to serve the team, adapting to accomplish that goal isn't difficult.

REFLECTING ON IT

How are you when it comes to adaptability? If improving the team requires you to change the way you do things, how do you react? Are you supportive, or would you rather do things the way they've "always been done before"? If someone with greater talent in your current area joins the team, would you be willing to take on a different role? Or if a key player in another area is having a problem, are you willing to change positions to help out? The first key to being a team player is being willing to adapt yourself to the team—not an expectation that the team will adapt to you!

BRINGING IT HOME

To become more adaptable . . .

- *Get into the habit of learning.* For many years I carried a three-by-five card in my pocket. Every day when I learned something new, I'd write it down on the card. By the end of the day, I'd try to share the idea with a friend or colleague and then file the idea for future use. It got me in the habit of *looking* for things to learn. Try it for a week and see what happens.
- *Reevaluate your role.* Spend some time looking at your current role on your team. Then try to discover whether there is another role you could fulfill as well or better than you do your current one. That process may prompt you to make a transition, but even if it doesn't, the mental exercise will increase your flexibility.
- *Think outside the lines.* Let's face it: many people aren't adaptable because they get into negative ruts. If you tend to be prone to ruts, then write down this phrase and keep it where you can see it every day: "Not why it *can't* be done but how it *can* be done." Look for unconventional solutions every time you meet a challenge. You'll be surprised by how creative you can become if you continually strive to do so.

DAILY TAKE-AWAY

One of the greatest generals in military history was Napoleon Bonaparte. Made a full general at age twenty-six, he utilized shrewd strategy, bold cunning, and lightning speed to his advantage to win many victories. The Duke of Wellington, one of the general's most formidable enemies, said, "I consider Napoleon's presence in the field to equal forty thousand men in the balance."

"I will tell you the mistake you are always making," Napoleon said, addressing an opponent he had defeated. "You draw up your plans the day before battle, when you do not yet know your adversary's movements." Napoleon recognized in his losing opponent a weakness that he himself did not have: lack of adaptability. If you are willing to change and adapt for the sake of your team, you always have a chance to win.

T.I.P. MORNING MOTIVATIONAL

CHAPTER 1—ADAPTABLE:

IF YOU WON'T CHANGE FOR THE TEAM,
THE TEAM MAY CHANGE YOU

Instructions:

1. Read the Morning Motivational for the day (approximately 10 minutes).
2. Underline key words—especially words you do not understand.
3. Try to guess the meaning of the words you do not understand. Do not use a dictionary (electronic or otherwise).
4. Read the questions below. Write notes (not sentences) for discussion later on.
5. Find a partner, and then begin the discussion. There is no need to finish all the questions.

Discussion:

1. In your own words, summarize the article and tell it to your partner.
2. Share with your partner the idea you liked best in the article.
3. Define the word adaptable and share its importance to relationships and teamwork.
4. Read together the two quotations in the beginning of chapter one. Discuss the meaning.
5. According to Chapter 1, who is “Q?” Retell Q’s life story to your partner.
6. Discuss the following question: How did being adaptable and flexible in relationships help Q in her life and work? Are you adaptable and flexible in your relationships?
7. According to the author adaptable people exhibit certain characteristics. Name and discuss the four characteristics.
8. What are the three suggestions on how to become a more adaptable person? Which one do you think would be most helpful in your life?
9. If there is time, go to the vocabulary words you underlined because you were not sure of the meaning. Try to guess the meaning and share it with your partner.

10. If there is still time, read 'the daily take away' about Napoleon Bonaparte out loud together.

COMMITTED:

THERE ARE NO HALFHEARTED CHAMPIONS

*The moment one definitely commits oneself,
then Providence moves too. All sorts of things occur
to help one that would never otherwise have occurred.
A whole stream of events issue from the decision,
raising in one's favor all manner of unforeseen incidents
and meetings and material assistance which no man
could have dreamed would come his way.*

—William H. Murray

*Ordinary people with commitment
can make an extraordinary impact on their world.*

—John C. Maxwell

TAKING ONE FOR THE TEAM

In 1939, a twenty-five-year-old man from New York City named Jonas Salk completed his training at NYU Medical School. As a boy, he had dreamed of becoming a lawyer, but somewhere between his graduation from high school and his entrance into college, his interest shifted from the laws of the land to the laws of nature. He decided that he wanted to be a doctor. Perhaps he made the switch because his mother had discouraged his pursuit of law. “My mother didn’t think I would make a very good lawyer,” he remarked years later, “probably because I could never win an argument with her.”¹ His working-class immigrant parents were proud when he graduated with his medical degree because he was the first person in his family to have received an education.

Though he chose to become a doctor, Salk’s real passion was research. He was intrigued by contradictory scientific claims by two professors, which prompted

him to begin studying immunology, including influenza research. And during his second year of medical school, when he got the chance to spend a year doing research and teaching, he took it. “At the end of that year,” he recalled, “I was told I could, if I wished, switch and get a Ph.D. in biochemistry but my preference was to stay with medicine. I believe that this is all linked to my original ambition, or desire, which was to be of some help to humankind, so to speak, in a larger sense than just on a one-to-one basis.”²

In 1947, Salk became the head of the Virus Research Lab at the University of Pittsburgh. It was there that he began investigating the polio virus. In those days, polio was a horrible, disabling disease that claimed the lives of thousands of people every year, with children being the most frequent victims. The New York polio epidemic of the summer of 1916 left 27,000 people paralyzed and another 9,000 people dead. After that year, epidemics became common, and every summer hordes of people escaped large cities to try to protect their children.

In the first half of the twentieth century, viral research was still in its infancy. But in 1948, a team of scientists at Harvard University discovered how to produce large quantities of viruses in laboratories, and that made more extensive research possible. Salk capitalized on those scientists’ findings and others’ groundbreaking work and began developing a polio vaccine.

After more than four years of continuous work, Salk and his team at the University of Pittsburgh developed a vaccine in 1952. They did some safe preliminary testing with it on people who had previously contracted polio and survived. But the true test would be injecting the vaccine, which contained inactive polio cells, into people who had never had polio.

Salk had shown his dedication to helping people through years of study, preparation, and research. However, it’s one thing to believe in something you’re doing, and another to be totally committed to it. In the summer of 1952, Jonas Salk inoculated healthy volunteers with his vaccine. Included in that group were himself, his wife, and their three sons. He was committed!

Salk’s commitment paid off. The trials of the vaccine were successful, and in 1955, he and his former mentor, Dr. Thomas Francis, arranged to inoculate 4 million children. In 1955, there were 28,985 cases of polio reported in the United States. In 1956, that number was cut in half. In 1957, there were only 5,894. Today, thanks to the work of Jonas Salk and subsequent efforts by other scientists such as Albert Sabin, cases of polio in the U.S. are virtually nonexistent.

Jonas Salk dedicated eight years of his life to defeating polio. But his real desire was to help people, which he further demonstrated by never patenting the vaccine he created. In that way, it could be used to help people around the globe.

You could say that the team he was most committed to was mankind.

FLESHING IT OUT

Many people tend to associate commitment with their emotions. If they feel the right way, then they can follow through on their commitments. But true commitment doesn't work that way. It's not an emotion; it's a character quality that enables us to reach our goals. Human emotions go up and down all the time, but commitment has to be rock solid. If you want a solid team—whether it's a business, ball club, marriage, or volunteer organization—you must have team players who are solidly committed to the team.

There are some things every team player needs to know about being committed:

1. Commitment Usually Is Discovered in the Midst of Adversity

People don't really know whether they are committed to something until they face adversity. Struggles strengthen a person's resolve. Adversity fosters commitment, and commitment fosters hard work. And the more you work at something, the less likely you are to give up on it. As NFL Hall of Fame coach Vince Lombardi said, "The harder you work, the harder it is to surrender." Committed people don't surrender easily.

2. Commitment Does Not Depend on Gifts or Abilities

Sometimes when we know of talented people who are highly successful, we may be tempted to think that commitment is easier for them because of their talent. It seems as if it might be easier for first-rate athletes to practice or skilled artists to refine their craft or natural businesspeople to work at their businesses. But that isn't true. Commitment and talent are unconnected—unless you connect them.

Haven't you known highly talented people who have squandered their potential because they wouldn't *do* anything? And don't you know people less talented than you who are more successful? That is often due, in part, to commitment. Author Basil Walsh said, "We don't need more strength or more ability or greater opportunity. What we need to use is what we have." If we will commit ourselves to using what talent we have, then we will find that we have more talent—and more to offer our team—as the result of our commitment.

3. Commitment Comes as the Result of Choice, Not Conditions

When it comes right down to it, commitment is always a matter of choice. In *Choices*, Frederic F. Flach writes,

Most people look back over the years and identify a time and place at which their lives changed significantly. Whether by accident or design, these are the moments when, because of a readiness within us and a collaboration with events occurring around us, we are forced to seriously reappraise ourselves and the conditions under which we live and to make certain choices that will affect the rest of our lives.³

Far too many people think that conditions determine choices. More often, choices determine conditions. When you choose commitment, you give yourself a chance for success.

4. Commitment Lasts When It's Based on Values

It's one thing to make a commitment in a moment. It's another to stick with it. How do you remain committed? The answer lies in what you base your commitments on. Anytime you make choices based on solid life values, then you are in a better position to sustain your level of commitment because you don't have to continually reevaluate its importance. It's like settling the issue before it is tested. A commitment to something you believe in is a commitment that is easier to keep.

REFLECTING ON IT

How important is commitment to you? Are you someone who values loyalty and follow-through? When things get tough, are you in the habit of standing firm? Or do you have a tendency to compromise or even quit? More specifically, how committed are you to your team? Is your support solid? Is your dedication undeniable? Or are you tentative in your level of commitment? If you find yourself reevaluating your intention to stay with the team whenever you and your teammates face adversity, then you may need to become more committed.

BRINGING IT HOME

To improve your level of commitment . . .

- *Tie your commitments to your values.* Because your values and your ability to fulfill your commitments are closely related, take some time to reflect on them. First, make a list of your personal and professional

commitments. Then try to articulate your core values. (This will take some time, especially if you've never done it before, so don't rush it.) Once you have both lists, compare them. You will probably find that you have commitments unrelated to your values. Reevaluate them. You will also find that you have values that you are not living out. Commit yourself to them.

- *Take a risk.* Being committed involves risk. You may fail. Your teammates may let you down. You may discover that fulfilling your goals doesn't give you the results you desire. But take the risk of committing anyway. George Halas, former owner of the NFL Chicago Bears, asserted, "Nobody who ever gave his best regretted it."
- *Evaluate your teammates' commitment.* If you find it difficult to commit in particular relationships and you cannot find a reason for it in yourself, consider this: you cannot make a commitment to uncommitted people and expect to receive a commitment from them. Examine the relationship to see whether you are reluctant because the potential recipient is untrustworthy.

DAILY TAKE-AWAY

How do you define true commitment? Let me tell you how Hernán Cortés defined it. In 1519, under the sponsorship of Cuba's Governor Velásquez, Cortés sailed from Cuba to the Mexican mainland with the goal of gaining riches for Spain and fame for himself. Though only thirty-four years old, the young Spanish captain had prepared his whole life for such a chance.

But the soldiers under his command were not as dedicated as he. After he landed, there was talk that the men might mutiny and return to Cuba with his ships. What was his solution? He burned the ships. How dedicated are you to your team? Are you totally committed, or do you have an "out," just in case things don't work out? If so, maybe you need to burn a ship or two. Remember, there is no such thing as a halfhearted champion.

T.I.P. MORNING MOTIVATIONAL

CHAPTER 3—COMMITTED:
THERE ARE NO HALFHEARTED CHAMPIONS

Instructions:

1. Read the Morning Motivational for the day (approximately 10 minutes).
2. Underline key words—especially words you do not understand.
3. Try to guess the meaning of the words you do not understand. Do not use a dictionary (electronic or otherwise).
4. Read the questions below. Write notes (not sentences) for discussion later on.
5. Find a partner, and then begin the discussion. There is no need to finish all the questions.

Discussion:

- 1 In your own words, summarize the article and tell it to your partner.
2. Share with your partner the idea you liked best in the article.
3. Have you heard of polio? Jonas Salk dedicated eight years of his life to defeating the poliovirus. After he developed a vaccine, what did he do or not do so that others around the globe could be helped?
4. What are four things that every team player needs to know about being committed?
5. “The more you work at something, the less likely you are to give up on it. Committed people don’t surrender easily.” Do you agree or disagree? Why?
6. “Far too many people think that conditions determine choices. More often, choices determine conditions.” Can you think of a choice you made that changed your life? What was it?
7. “Being committed involves risk. You may fail. Your teammates may let you down. You may discover that fulfilling your goals doesn’t give you the results you desire. George Halas said, ‘Nobody who ever gave his best regretted it.’” Think of a time you tried your best and failed. Did you regret trying? Why or why not?

- 8 If there is time, go to the vocabulary words you underlined because you were not sure of the meaning. Try to guess the meaning and share it with your partner.
9. If there is still time, read the article out loud together.

DEPENDABLE:

TEAMS GO TO GO-TO PLAYERS

Fear not those who argue but those who dodge.

—Wolfram Von Eschenbach

Dependability is more than ability alone.

—John C. Maxwell

BUT WHOM DOES SUPERMAN DEPEND ON?

In 1995, Christopher Reeve had it all. He was married to his best friend, Dana. He had three wonderful children. And his family enjoyed a house and estate in beautiful Westchester County, New York.

It seemed that he could do anything he put his mind to. He was an accomplished pianist who had composed classical music. He was an avid outdoorsman and a superb athlete: an expert sailor, a licensed pilot, an excellent skier, a scuba diver, and a horseman.

And of course he experienced great success in his acting career. As a teenager, he had decided to pursue a career in show business, and by age sixteen, he had an agent. He attended Cornell University and the Juilliard school, learned his craft, and began getting work as a professional actor.

At the 1979 Academy Awards, John Wayne turned to Cary Grant and said of Reeve, “This is our new man. He’s taking over [for us].”¹ Aided not only by his acting skills but also by his good looks and imposing physique at six feet four inches tall, he became a star. In 1995, at age forty-two, Reeve had performed in seventeen feature films (including the blockbuster Superman), a dozen movies for television, and about 150 plays. He was financially secure and had achieved critical acclaim. But then his life was turned upside down.

On May 27, 1995, during the cross-country portion of a riding competition,

Christopher Reeve was thrown from his horse, Buck. He crashed headfirst into the fence his horse refused to jump and then fell to the ground. He sustained an injury to his spine at the first and second vertebrae, and his breathing stopped. He was paralyzed from the neck down. If the paramedics hadn't arrived in minutes, he would not have lived.

Reeve has no memory of the fall. He remembers the time he spent in the stables a few minutes before his ride. The next thing he remembers is waking up a few days later in the intensive care unit of the University of Virginia. During those few intense days, doctors kept him alive with a respirator, stabilized him, and literally reattached his head to his spine surgically. The damage Reeve had sustained is sometimes called the hangman's injury. Reeve later quipped, "It was as if I'd been hanged, cut down and sent to rehab."² He was given a 50 percent chance of surviving.

A serious spinal cord injury is difficult for any person to survive, emotionally as well as physically. An injury that leaves you helpless must be unfathomably devastating. But in the hours after he first woke up, he began to understand the real importance of a team.

"When they told me what my condition was, I felt that I was no longer a human being," he recalls. "Then Dana came into my room and knelt down to the level of my bed. We made eye contact. I said, 'Maybe this isn't worth it. Maybe I should just check out.' And she was crying, and she said, 'But you're still you, and I love you.' And that saved my life."³

Before the accident, Christopher and Dana Reeve had a good marriage. But in the years since then, they have developed an even stronger partnership. Chris, Dana, and their son, Will, function as the core of that team, but they have also developed a wonderful larger team around them, consisting of an army of medical professionals. Some assist Chris with rigorous physical therapy, exercise, and respiratory therapy. Others feed, clothe, and bathe him, as well as help with other personal needs. Someone has to turn him over hourly each night as he sleeps. And he sees numerous specialists on a regular basis.

At first, the people around him simply kept him alive. But now they work to keep him healthy. "What you begin to say to yourself, instead of 'What life do I have?' is 'What life can I build?' And the answer, surprisingly, is, 'More than you think.'"⁴

Reeve hopes someday to walk again. Meanwhile, he understands his need for dependable people on his team. "If all the people who are around to help me were mad at me or in a lousy mood or whatever, and they went away," he observes, "there'd be nothing I could do about it. Absolutely nothing . . . It all

comes down to goodwill. Nobody has to do any of those things; I'm completely dependent on them.”⁵ That's the way it is on every team, whether we can see it as clearly as Reeve does. Teammates must be able to depend on one another.

FLESHING IT OUT

Dependability may not always be a matter of life and death, as it is for Christopher Reeve, but it is certainly important to every team's success. You know it when you have people on your team upon whom you cannot depend. Everyone on the team knows it. Likewise, you know the ones you can depend on.

Allow me to note what I consider to be the essence of dependability:

1. Pure Motives

Aristotle believed that “all we do is done with an eye to something else.” Evidently he believed that you can't trust anyone's motives. I don't agree with that. Most of the time I give people the benefit of the doubt. I try to keep my motives right, and I encourage my teammates to do likewise. However, if someone on the team continually puts himself and his agenda ahead of what's best for the team, he has proven himself to be undependable. When it comes to teamwork, motives matter.

2. Responsibility

Another quality of a dependable team player is a strong sense of responsibility. *New York Times* best-selling author and former editor Michael Korda emphasized, “In the final analysis, the one quality that all successful people have . . . is the ability to take on responsibility.” While motivation addresses *why* people are dependable, responsibility indicates that they *want* to be dependable. That desire is described effectively by poet Edward Everett Hale, who wrote,

I am only one,
But still I am one.
I cannot do everything
But still I can do something;
And because I cannot do everything
I will not refuse to do the something that I can do.

Dependable team members possess the desire to do the things that they are

capable of doing.

3. *Sound Thinking*

Gene Marine, the editor of the *Bellefontaine Examiner*, once sent a new sports reporter to cover an important game, but when the young man returned, he didn't have a story. Marine asked why, and the reporter replied simply, "No game."

"No game? What happened?" asked Marine.

"The stadium collapsed," responded the reporter.

"Then where is the story on the stadium collapse?" asked the editor.

"That wasn't my assignment, sir," answered the reporter. The potential for a news scoop went right down the tubes because of the young man's inability to think well.

Dependability means more than just wanting to take responsibility. That desire must also be coupled with good judgment to be of real value to the team.

4. *Consistent Contribution*

The final quality of a dependable team player is consistency. If you can't depend on teammates all the time, then you can't really depend on them any of the time. Consistency takes more than talent. It takes a depth of character that enables people to follow through—no matter how tired, distracted, or overwhelmed they are. As Britain's eloquent and steadfast prime minister of the last century, Winston Churchill, said, "It is not enough that we do our best; sometimes we have to do what's required."

REFLECTING ON IT

Are your teammates able to depend on you? Can they trust your motives? Do you make good decisions that others can rely on? And do you perform consistently, even when you don't feel like it? Are you a go-to player, or do your teammates work around you when crunch time comes?

BRINGING IT HOME

To improve your dependability . . .

- *Check your motives.* If you haven't committed goals to paper before, stop and do it before reading any farther. Now, look at those goals. How many of them benefit the teams you're part of—your family, the organization

you work for, your fellow volunteers, the other players on your ball team? How many benefit only you personally? Spend some time working to align your personal priorities with those of your team.

- *Discover what your word is worth.* Approach five teammates with this question: “When I say that I intend to do something, how reliable am I? Rate me on a scale of one to ten.” Include a superior and a subordinate in your survey, if possible. If the answers you get don’t match your expectations, don’t defend yourself. Simply ask for examples in a nonthreatening way. If the average answer is lower than a nine or ten, then start writing down your commitments as you make them from that day forward, and track your follow-through for one month.
- *Find someone to hold you accountable.* You are more likely to follow through and develop dependability if you have a partner to help you. Find someone you respect to help you keep your commitments.

DAILY TAKE-AWAY

In the mid-1800s during an economic depression, many state governments in the United States began to panic and started looking for solutions to their financial hardships. Pennsylvania, for example, simply declined to pay its debts in order to remain solvent, despite what many considered to be a relatively strong financial position.

When the legislature of the state of Ohio considered following Pennsylvania’s example, Stephen Douglas, who eventually became a U.S. senator and ran unsuccessfully for president, resolved to try to prevent it. Unfortunately at the time he was deathly ill and restricted to his bed. But Douglas was determined. He had himself carried into the state legislature on a stretcher, and lying on his back, the “Little Giant,” as he was known, spoke out against the policy. Due to his efforts, the legislature decided not to default on its obligations; instead, it met them. After the difficult economic times were over, the state prospered. It has been speculated that one of the reasons was that the government’s dependability helped to set the stage for economic prosperity.

Never underestimate the long-reaching benefits that being dependable can bring.

T.I.P. MORNING MOTIVATIONAL

CHAPTER 6—DEPENDABLE:
TEAMS GO TO GO-TO PERSONS

Instructions:

1. Read the Morning Motivational for the day (approximately 10 minutes).
2. Underline key words—especially words you do not understand.
3. Try to guess the meaning of the words you do not understand. Do not use a dictionary (electronic or otherwise).
4. Read the questions below. Write notes (not sentences) for discussion later on.
5. Find a partner, and then begin the discussion. There is no need to finish all the questions.

Discussion:

- 1 In your own words, summarize the article and tell it to your partner.
2. Share with your partner the idea you liked best in the article.
3. While reading about Christopher Reeves' success, I was reminded about this question, "How do you measure success?"
4. What does the spinal injury called "hangman's injury" mean in your own words?
5. Who composed Reeves' team of dependable people and how did they help him?
6. Discuss the four essences of dependability with your partner.
7. What does it mean to give another person "the benefit of the doubt?"
8. Why do people's motives matter in a team situation?
9. Michael Korda said, "In the final analysis the one quality that all successful people have is the ability to take on responsibility." Do you agree with him? Why or why not?
10. How does good judgment effect dependability in a given situation?
11. If there is time, go to the vocabulary words you underlined because you were not sure of the meaning. Try to guess the meaning and share it with your partner.

ENLARGING:

ADDING VALUE TO TEAMMATES IS INVALUABLE

The purpose of life is not to win. The purpose of life is to grow and to share. When you come to look back on all that you have done in life, you will get more satisfaction from the pleasure you have brought to other people's lives than you will from the times that you outdid and defeated them.

—Rabbi Harold Kushner

Most of us plateau when we lose the tension between where we are and where we ought to be.

—John Gardiner

BRAVE HEART

In 1296, King Edward I of England assembled a large army and crossed the border of his own nation into Scotland. Edward was a skilled leader and fierce warrior. A tall, strong man, he had gained his first real combat experience beginning at age twenty-five. In the following years, he became a seasoned veteran while fighting in the Crusades in the Holy Lands.

At age fifty-seven, he was fresh from victories in Wales, whose people he'd crushed and whose land he'd annexed. In that conflict, his purpose had been clear: "to check the impetuous rashness of the Welsh, to punish their presumption and to wage war against them to their extermination."¹

For a time, Edward had attempted to manipulate Scotland's fate. He managed to make himself overlord of the territory and then placed a weak king over it, a man the people of Scotland called Toom Tabard, meaning "empty coat." Then Edward bullied the straw king until he rebelled, thus giving the English monarch

a reason to invade the country. The Scottish people crumpled.

Edward sacked the castle of Berwick and massacred its inhabitants. Other castles surrendered in quick succession. The Scottish king was stripped of power, and many believed that the fate of the Scots would be the same as that of the Welsh. But they didn't take into account the efforts of one man: Sir William Wallace, who is still revered as a national hero in Scotland even though he has been dead for nearly seven hundred years.

If you saw the movie *Braveheart*, then you have an image of William Wallace as a fierce and determined fighter who valued freedom above all else. His older brother, Malcolm, as the firstborn son, was expected to follow in the footsteps of their father as a warrior. William, as many second sons of the day, was being groomed for the clergy and was taught to value ideas, including freedom. But he grew to resent the oppressive English after his father was killed in an ambush and his mother was forced to live in exile. At age nineteen, he became a fighter when a group of Englishmen tried to bully him. By his early twenties, William was a highly skilled warrior.

During the time of William Wallace and Edward I, warfare was usually conducted by trained knights, professional soldiers, and sometimes hired mercenaries. The larger and more seasoned the army, the greater their power. When Edward faced the smaller Welsh army, they didn't stand a chance. And the same was expected of the Scots. But Wallace had an unusual ability. He drew the common people of Scotland to him, he made them believe in the cause of freedom, and he inspired and equipped them to fight against the professional war machine of England.

William Wallace was ultimately unable to defeat the English and gain Scotland's independence. At age thirty-three, he was brutally executed. (His treatment was actually worse than that portrayed in the movie *Braveheart*.) But his legacy of enlargement carried on. The next year, inspired by Wallace's example, nobleman Robert Bruce claimed the throne of Scotland and rallied not only the peasants but also the nobility. And in 1314, Scotland finally gained its hard-fought independence.

FLESHING IT OUT

Team members always love and admire a player who is able to help them go to another level, someone who enlarges them and empowers them to be successful. Those kinds of people are like the Boston Celtics Hall of Fame center Bill Russell, who said, "The most important measure of how good a game I

played was how much better I'd made my teammates play."

Players who enlarge their teammates have several things in common:

1. Enlargers Value Their Teammates

Industrialist Charles Schwab observed, "I have yet to find the man, however exalted his station, who did not do better work and put forth greater effort under a spirit of approval than under a spirit of criticism." Your teammates can tell whether you believe in them. People's performances usually reflect the expectations of those they respect.

2. Enlargers Value What Their Teammates Value

Players who enlarge others do more than value their fellow team members; they understand what their teammates value. They listen to discover what their teammates talk about and watch to see what they spend their money on. That kind of knowledge, along with a desire to relate to their fellow players, creates a strong connection between teammates. And it makes possible an enlarger's next characteristic.

3. Enlargers Add Value to Their Teammates

Adding value is really the essence of enlarging others. It's finding ways to help others improve their abilities and attitudes. An enlarger looks for the gifts, talents, and uniqueness in other people, and then helps them to increase those abilities for their benefit and for that of the entire team. An enlarger is able to take others to a whole new level.

4. Enlargers Make Themselves More Valuable

Enlargers work to make themselves better, not only because it benefits them personally, but also because it helps them to help others. You cannot give what you do not have. For example, in basketball a great player like Karl Malone is aided by a great passer like all-time assist leader John Stockton. If you want to increase the ability of a teammate, make yourself better.

REFLECTING ON IT

How do your teammates see you? Are you an enlarger? Do you make them better than they are alone through your inspiration and contribution? Do you know what your teammates value? Do you capitalize on those things by adding value to them in those areas?

Becoming an enlarger of others isn't always easy. First, it takes a secure person to add value to others. If you believe deep down that helping others somehow hurts you or your opportunities for success, then you'll have a hard time enlarging others. But as Henry Ward Beecher insisted, "No man is more cheated than the selfish man." When a team member unselfishly enlarges others, he also enlarges himself.

BRINGING IT HOME

If you want to be an enlarging team player, then do the following:

- *Believe in others before they believe in you.* If you want to help people become better, you need to become an initiator. You can't hold back. Ask yourself, *What is special, unique, and wonderful about that teammate?* Then share your observations with the person and with others. If you believe in others and give them a positive reputation to uphold, you can help them to become better than they think they are.
- *Serve others before they serve you.* One of the most beneficial services you can perform is helping other human beings to reach their potential. In your family, serve your spouse. Free up time and resources for enriching experiences. On the ball field, find a way to get your teammate the ball. In business, help your colleagues to shine. And whenever possible, give credit to others for the team's success.
- *Add value to others before they add value to you.* A basic truth of life is that people will always move toward anyone who increases them and away from others who devalue them. You can enlarge others by pointing out their strengths and helping them to focus on improvement.

But remember this: encourage and motivate people out of their comfort zone, but never out of their gift zone. If you try to push people to work in areas where they have no talent, you will only frustrate them.

DAILY TAKE-AWAY

For as long as he could remember, a boy named Chris Greicius dreamed of someday becoming a police officer. But there was a major obstacle standing in his way. He had leukemia, and he was not expected to make it to adulthood. When he was seven years old, Chris's battle with the disease took a turn for the worse, and that's when a family friend, who was a U.S. customs officer, arranged

for Chris to come as close as he could to living his dream. He made a call to Officer Ron Cox in Phoenix and arranged for Chris to spend the day with officers from the Arizona Department of Public Safety.

When the day arrived, Chris was welcomed by three squad cars and a police motorcycle ridden by Frank Shankwitz. Then he was treated to a ride in a police helicopter. They finished the day by swearing Chris in as the first—and only—honorary state trooper. The next day, Cox enlisted the assistance of the company that manufactured the uniforms for the Arizona Highway Patrol, and within twenty-four hours, their people presented Chris with an official patrolman's uniform. He was ecstatic.

Two days later, Chris died in the hospital, his uniform close at hand. Officer Shankwitz was saddened by his little friend's death, but he was grateful that he had experienced the opportunity to help Chris. And he also realized that there were many children in circumstances similar to Chris's. That prompted Shankwitz to co-found the Make-A-Wish Foundation. In twenty years since then, he and his organization have enlarged the experiences of more than eighty thousand children.

There is nothing as valuable—or rewarding—as adding value to the lives of others.

T.I.P. MORNING MOTIVATIONAL

CHAPTER 8—ENLARGING:
ADDING VALUE TO TEAMMATES IS
INVALUABLE

Instructions:

1. Read the Morning Motivational for the day (approximately 10 minutes).
2. Underline key words—especially words you do not understand.
3. Try to guess the meaning of the words you do not understand. Do not use a dictionary (electronic or otherwise).
4. Read the questions below. Write notes (not sentences) for discussion later on.
5. Find a partner, and then begin the discussion. There is no need to finish all the questions.

Discussion:

1. In your own words, summarize the article and tell it to your partner.
2. Share with your partner the idea you liked best in the article.
3. John Gardiner said, “Most of us plateau when we lose the tension between where we are and what we ought to be.” Explain in your own words what this means?
4. Explain to your partner William Wallace’s unusual ability to influence people in Scotland.
5. What is another word for enlargement when we think of impacting our teammates?
6. What are the four things or characteristics people have who “enlarge” their teammates?
7. Which ones do you have or not have?
8. What does “adding value” to your teammates mean? How do I do this?
9. If there is time, go to the vocabulary words you underlined because you were not sure of the meaning. Try to guess the meaning and share it with your partner.
10. If there is still time, read the article out loud together.

SELF-IMPROVING:TO IMPROVE THE TEAM,
IMPROVE YOURSELF

*Perfection is what you're striving for,
but perfection is an impossibility.
However, striving for perfection is not an impossibility.
Do the best you can under the conditions that exist.
That is what counts.*

—John Wooden

*Learn as if you were to live forever;
live as if you were to die tomorrow.*

—Anonymous

FROM TREES TO TELEPHONES

If you own or have quick access to a cellular phone, put down this book for a moment and grab the phone. As I am writing this, I've also stopped to get mine. Now look at the manufacturer's name imprinted on the phone. If you're like me — and like nearly one-third of the people in the world who own a cellular phone — then the name on your phone is Nokia.

Knowing that Nokia is the largest producer of cellular phones in the world, you'd probably never guess how the company got its start. It was formed more than a century ago by Fredrik Idestam. In the mid-1860s, as the lumber industry in Finland started to boom, Idestam built a small pulp mill on the Emäkoski River and began making paper. (So I guess you could say that the company has always been in the communication business.)

The first couple of years, the company struggled, especially in Finland. But when Idestam won a bronze medal for his ground-wood pulp at the 1867 Paris World's Fair, Nokia's sales took off, and it soon became firmly established. It

excelled not only in its native Finland but explored and established markets in Denmark, Russia, Germany, England, and France. Before long the company had added two more paper facilities.

In the late 1890s, Nokia sought to diversify. The company built a water-driven electric power station near its first mill, and it attracted the Finnish Rubber Works as a customer. After a few years, the rubber company moved its operation to be near Nokia's power plant. Eventually the two companies became partners.

The companies did well during and after World War I. In 1922, they bought a controlling share of the Finnish Cable Works and did even better. They continued selling their existing products from the forestry and rubber industries, but the company's growth for the next forty years was driven by the sales that came from the cable works—items such as power cables, telephone lines, and telephone equipment. By the 1960s, the company had four major business segments: forestry, rubber, cable, and electronics.

During the next two decades, Nokia experienced some difficult times. The one-hundred-year-old company had become a huge conglomerate, and it was losing money. Executives at Nokia knew that the company needed to better its situation.

The solution to Nokia's problems came from an unlikely source. In 1990, a young executive who had been with Nokia for five years was asked to take over the unprofitable mobile-phone division of the company and turn it around. His name was Jorma Ollila, and his background was in finance and banking. He was so successful at the task that he was made the president and CEO of Nokia in 1992.

Ollila's next challenge was to turn the rest of the company around. His strategy was twofold. First, he determined to focus the organization's efforts in the area of greatest potential: communications technology. That meant divesting the company of its other interests, including what had initially launched the company: rubber and paper. Second, Ollila wanted to replace trees with people, meaning that the company recognized that its value lay in human resources, not natural resources. That was especially important for a company whose business is technology. "The key challenge of technology companies today is how we renew ourselves," observes Ollila. "The technology cycles are shorter. We must build on our discontinuities and turn them into our favor."¹

Ollila personally knows the value of renewing himself. He has earned three master's degrees—in political science, economics, and engineering. He has taken the personal goal of self-improvement and made it a corporate one. The "Nokia Way" is grounded in four objectives: customer satisfaction, respect for the individual, achievement, and continuous learning.

“Continuous learning entitles everybody at Nokia to develop themselves and find ways to improve their performance,” says Ollila. “And what’s true for the individual is just as true for the company as a whole.”² To improve a team—even a team of more than sixty thousand people like Nokia—improve the individuals on that team.

That strategy has been right on. Ollila has turned a money-losing conglomerate into a \$20 billion global telecommunications enterprise. And Nokia continues to be an innovative leader in its field. Since 1992, the company has introduced fifteen significant market firsts. If your cell phone has a faceplate with a special color or team logo, or it allows you to set it to ring using a fun tune, or it possesses a short-message chat function, you can thank Nokia. The company brought all those ideas to market. And it is still breaking new ground. Why? Because the people on the Nokia team are self-improving, and as long as they keep getting better, so does Nokia.

“I don’t think there is any other company which is better placed than we are to tackle the next paradigm,” asserts Ollila. “This is an organization where, if you want to prove yourself, if you want to develop yourself, and grow yourself, we will give you the platform.”³

FLESHING IT OUT

We live in a society with destination disease. Too many people want to do enough to “arrive,” and then they want to retire. My friend Kevin Myers says it this way: “Everyone is looking for a quick fix, but what they really need is fitness. People who look for fixes stop doing what’s right when pressure is relieved. People who pursue fitness do what they should no matter what the circumstances are.” That’s what the people at Nokia do. They go after professional fitness, and as a result they are self-improving.

People who are constantly improving themselves make three processes an ongoing cycle in their lives:

1. Preparation

Napoleon Hill remarked, “It’s not what you are going to do, but it’s what you are doing now that counts.” Self-improving team players think about how they can improve today—not some far-off time in the future. When they get up in the morning, they ask themselves, *What are my potential learning moments today?* Then they try to seize those moments. At the end of the day, they ask themselves, *What have I learned today that I need to learn more about*

tomorrow? That positions them to continue growing on an ongoing basis. When individuals are intentional about learning something every day, they become better prepared to handle whatever challenges they meet.

2. Contemplation

I recently came across the following statement: “If you study the lives of the truly great individuals who have influenced the world, you will find that in virtually every case, they spent considerable amounts of time alone—contemplating, meditating, listening.”⁴ Time alone is essential to self-improvement. It allows you to gain perspective on your failures and successes so that you can learn from them. It gives you the time and space to sharpen your personal or organizational vision. And it enables you to plan how you can improve in the future. If you want to keep getting better, carve out some time to get away and slow down.

3. Application

Musician Bruce Springsteen offered this insight: “A time comes when you need to stop waiting for the man you want to become and start being the man you want to be.” In other words, you need to apply what you’ve learned. That is sometimes difficult because it requires change. Most people change only when one of three things happens: they hurt enough that they have to, they learn enough that they want to, or they receive enough that they are able to. Your goal is to keep learning so that you want to change for the better every day.

REFLECTING ON IT

There is nothing noble in being superior to someone else; progress is becoming superior to your previous self. Is that something you strive for? Do you try to become better than you were last year, last month, or last week? Do you look for a way to learn something every day? Or are you hoping to arrive someplace where you no longer have to improve? (Perhaps you believe you’ve reached that place already.) You can’t wait for circumstances or some other person to improve you. You must take responsibility for that yourself. George Knox was right: “When you cease to be better, you cease to be good.”

BRINGING IT HOME

To become self-improving . . .

- *Become highly teachable.* Pride is a serious enemy of self-improvement. For a month, put yourself in learning roles whenever possible. Instead of talking in meetings when people ask for advice, listen. Tackle a new discipline, even if it makes you feel inadequate. And ask questions anytime you don't understand something. Adopt the attitude of a learner, not an expert.
- *Plan your progress.* Determine how you will learn on two levels. First, pick an area where you want to improve. Plan what books you will read, conferences you will attend, and experts you will interview for the next six months. Second, find learning moments wherever you can every day so that not a day passes without your experiencing improvement of some kind.
- *value self-improvement above self-promotion.* King Solomon of ancient Israel said, "Let instruction and knowledge mean more to you than silver or the finest gold. Wisdom is worth much more than precious jewels or anything else you desire."⁵ Make your next career move based on how it will improve you personally rather than how it will enhance you financially.

DAILY TAKE-AWAY

In *The 17 Indisputable Laws of Teamwork*, I wrote about pioneer aviator Charles Lindbergh, mentioning that even his solo flight across the Atlantic Ocean was really a team effort, since he had the backing of nine businessmen from St. Louis and the help of the Ryan Aeronautical Company, which built his plane. But that doesn't take away from his personal effort. For more than thirty-three hours, he flew alone and covered an incredible 3,600 miles.

That's not the kind of task a person just goes out and does. He has to work up to it. How did Lindbergh do that? A story from his friend Frank Samuels gives insight into the process. In the 1920s, Lindbergh used to fly mail out of St. Louis. Occasionally he would go out to San Diego to check on the progress of his plane, the *Spirit of St. Louis*, which was being built there. Samuels sometimes went along with him, and the two men would stay overnight in a small hotel there. One night Samuels woke up shortly after midnight and noticed that Lindbergh was sitting by the window looking at the stars. It had been a long day, so Samuels asked, "Why are you sitting there at this hour?"

"Just practicing," answered Lindbergh.

“Practicing what?” asked Samuels.

“Staying awake all night.”

When he could have been enjoying a well-deserved rest, Lindbergh was putting forth the effort to improve himself. It’s an investment that paid off for him—and it can do the same thing for you.

T.I.P. MORNING MOTIVATIONAL

CHAPTER 14—SELF-IMPROVING:
TO IMPROVE THE TEAM, IMPROVE YOURSELF

Instructions:

1. Read the Morning Motivational for the day (approximately 10 minutes).
2. Underline key words—especially words you do not understand.
3. Try to guess the meaning of the words you do not understand. Do not use a dictionary (electronic or otherwise).
4. Read the questions below. Write notes (not sentences) for discussion later on.
5. Find a partner, and then begin the discussion. There is no need to finish all the questions.

Discussion:

1. In your own words, summarize the article and tell it to your partner.
2. Share with your partner the idea you liked best in the article.
3. “Learn as if you were to live forever; live as if you were to die tomorrow.” Discuss the meaning of this sentence.
4. How did Fredrick Idestem start the Nokia Company and how did it expand?
5. What did Jorma Ollela do for the Nokia Company in 1990? What were Jorma’s two main challenges in 1992 in making Nokia turn the company around?
6. How did Jorma renew his own personal life through education?
7. Explain the “Nokia Way,” the four main objectives. Why is the fourth objective most important?
8. Discuss the three processes of improving your self with your partner.
9. What is my potential learning moment in this day?
10. Why is time alone essential for self-improvement? Explain. Write the steps on becoming a person of “self-improvement.”
11. If there is time, go to the vocabulary words you underlined because you were not sure of the meaning. Try to guess the meaning and share it with

your partner.

SOLUTION ORIENTED:

MAKE A RESOLUTION TO
FIND THE SOLUTION

Always listen to experts. They'll tell you what can't be done and why. Then do it.

—Robert Heinlein

Don't find fault; find a remedy.

—Henry Ford

HIS ANSWER TO TRAGEDY

Few things in life are more tragic or disheartening than losing a child. John Walsh, the host of television's *America's Most Wanted*, understands that. In 1981, he and his wife, Reve, lost their six-year-old son, Adam, when the boy was abducted outside a Florida shopping mall and later found murdered. They were devastated.

People react many different ways to such a tragedy. Some parents become defensive and never trust people again. Others sink into depression. Many react in anger and seek revenge. At first, the Walshes were angry. They wanted the murderer found. But they also wanted to sue the department store from which Adam had been abducted. When he first disappeared, no one at the store would help them find their son, and they later discovered that a security guard who worked there had actually ordered six-year-old Adam out of the store. They were outraged.

But the Walshes soon dropped the suit. Instead of focusing on the past, John Walsh possessed a solution-oriented mind-set that looked to the future. He determined that he would try to do something about the problem of child abduction that was becoming increasingly common across the country. He began working to create a national computer system to aid in the search for missing

children. He became an advocate for crime victims and lobbied for legislation. And in 1984, Walsh cofounded the National Center for Missing and Exploited Children (NCMEC), an organization that works to prevent child victimization, assists in crime prevention, and acts as a national clearinghouse for information on missing children.

One of the most important child-safety programs NCMEC has developed is called “Code Adam,” which has been implemented in more than thirteen thousand stores across the nation. When a customer reports a missing child, a store-wide alert is announced, and a description of the child is given to designated employees, who then search for the child and monitor the exits. If the child isn’t found in ten minutes, employees contact the police.¹

Over the years, the NCMEC team, which now consists of 125 employees, has assisted in more than 73,000 cases involving children, and the group has helped parents to recover more than 48,000 missing children. NCMEC’s work has been instrumental in raising the recovery rate of missing children from 60 percent in the 1980s to 91 percent today.²

I don’t think anyone would have faulted John Walsh if he had withdrawn from people after the death of his son. But because he was solution oriented, he overcame the difficulty of that event, and he has helped tens of thousands of people by bringing together a team to help children.

FLESHING IT OUT

Most people can see problems. That doesn’t require any special ability or talent. As Alfred A. Montapert observed, “The majority see the obstacles; the few see the objectives; history records the successes of the latter, while oblivion is the reward of the former.” Someone who thinks in terms of solutions instead of just problems can be a difference maker. A team filled with people who possess that mind-set can really get things done.

Your personality type, upbringing, and personal history may affect how solution oriented you are naturally. However, *anyone* can become solution oriented. Consider these truths that all solution-seeking people recognize:

1. Problems Are a Matter of Perspective

No matter what anyone may tell you, your problems are not your problem. If you believe that something is a problem, then it is. However, if you believe that something is merely a temporary setback, an interim obstacle, or a solution in the making, then you don’t have a problem (because you haven’t created it).

Obstacles, setbacks, and failures are simply parts of life. You can't avoid them. But that doesn't mean you have to allow them to become problems. The best thing you can do is to meet them with a solution-oriented mind-set. It's just a matter of attitude.

2. All Problems Are Solvable

Some of the great problem solvers have been inventors. Charles Kettering explained, "When I was research head of General Motors and wanted a problem solved, I'd place a table outside the meeting room with a sign: 'Leave slide rules here.' If I didn't do that, I'd find someone reaching for his slide rule. Then he'd be on his feet saying, 'Boss, you can't do it.'" Kettering's approach paved the way for a career that included his holding more than 140 patents, founding Delco, and being inducted into the National Inventors Hall of Fame. He believed all problems were solvable, and he helped to cultivate that attitude in others. If you want to be solution oriented, then you must be willing to cultivate that attitude in yourself too.

3. Problems Either Stop Us or Stretch Us

Orison Swett Marden, founder of Success magazine, held that "obstacles will look large or small to you according to whether you are large or small." Problems either hurt you or help you. Depending on how you approach them, they'll stop you from succeeding or stretch you so that you not only overcome them, but also become a better person in the process. The choice is yours.

REFLECTING ON IT

How do you look at life? Do you see a solution in every challenge or a problem in every circumstance? Do your teammates come to you because you have ideas about how to overcome obstacles, or do they avoid telling you about difficulties because you make things more difficult? Who you are determines what you see. When it comes to approaching problems, you really have only four choices: flee them, fight them, forget them, or face them. Which do you usually do?

BRINGING IT HOME

To make yourself a more solution-oriented team player . . .

- *Refuse to give up.* At the same moment that one person wants to say, “I give up,” someone else facing the same situation is saying, “What a great opportunity!” Think about an impossible situation you and your teammates have all but given up overcoming. Now determine not to give up until you find a solution.
- *Refocus your thinking.* No problem can withstand the assault of sustained thinking. Set aside dedicated time with key teammates to work on the problem. Make sure it’s prime think time, not leftover time when you’re tired or distracted.
- *Rethink your strategy.* Nobel Prize–winning physicist Albert Einstein observed, “The significant problems we face cannot be solved at the same level of thinking we were at when we created them.” Get out of the box of your typical thinking. Break a few rules. Brainstorm absurd ideas. Redefine the problem. Do whatever it takes to generate fresh ideas and approaches to the problem.
- *Repeat the process.* If at first you don’t succeed in solving the problem, keep at it. If you *do* solve the problem, then repeat the process with another problem. Remember, your goal is to cultivate a solution-oriented attitude that you bring into play all the time.

DAILY TAKE-AWAY

In 1939, Soviet troops entered and annexed the Baltic states, including Latvia. The American vice-consul in the Latvian capital of Riga observed what was happening and was concerned that the Soviet soldiers would loot the supply station of the American Red Cross. He wired the U.S. State Department to request permission to fly the American flag over the Red Cross flag to protect the supplies, but the response from his superiors said, “No precedent exists for such action.”

The vice-consul climbed the flagpole and secured the American flag to it. Then he sent a message back to the State Department: “As of this date, I have established precedent.”

Solutions are usually in the eye of the beholder.

T.I.P. MORNING MOTIVATIONAL

CHAPTER 16—SOLUTION ORIENTED:
MAKE A RESOLUTION TO FIND THE SOLUTION

Instructions:

1. Read the Morning Motivational for the day (approximately 10 minutes).
2. Underline key words—especially words you do not understand.
3. Try to guess the meaning of the words you do not understand. Do not use a dictionary (electronic or otherwise).
4. Read the questions below. Write notes (not sentences) for discussion later on.
5. Find a partner, and then begin the discussion. There is no need to finish all the questions.

Discussion:

1. In your own words, summarize the article and tell it to your partner.
2. Share with your partner the idea you liked best in the article.
3. Henry Ford said, “Don’t find fault; find a remedy.” How can you apply this in your life?
4. How did the Walsh family react to their personal loss of their son?
5. What does the NCMEC do for the nation’s children?
6. Explain the importance of “Code Adam.”
7. Why are problems a matter of one’s perspective?
8. Explain why some of the greatest problem solvers are inventors.
9. What are the four points in making yourself a solution-oriented person?
10. If there is time, go to the vocabulary words you underlined because you were not sure of the meaning. Try to guess the meaning and share it with your partner.
11. If there is still time, read the article out loud together.

TENACIOUS:NEVER, NEVER, NEVER QUIT

To see far is one thing; going there is another.

—Constantin Brancusi

To finish first, you must finish.

—Rick Mears

ANOTHER FAB FOUR?

In the summer of 2001, my wife, Margaret, and I went to England for ten days with our friends Dan and Patti Reiland, Tim and Pam Elmore, and Andy Steimer. We've been close to the Reilands and Elmores about twenty years, and we've done a lot of traveling together, so we were really looking forward to the trip. And though we haven't known Andy nearly as long, he's become a good friend—and he's been to England so many times that he was acting almost like our unofficial tour guide.

As we prepared for the trip, several of us had specific interests and historic sites we wanted to include. For instance, I wanted to visit all the places related to John Wesley, the renowned evangelist of the eighteenth century. For more than thirty years, I've studied Wesley, read all his writings, and collected his books. So we went to Epworth where he grew up, to Wesley's Chapel in London, and to many of the places where he preached. For Tim, we visited Cambridge and other sites related to apologist, professor, and author C. S. Lewis. Andy had only one must-see place on his list since he had been to England so many times: Winston Churchill's war rooms.

Three of us wanted to walk in the places where our heroes had walked, to get a glimpse of history and maybe understand the sense of destiny one of these great leaders or thinkers must have experienced. Then there was Dan. Sure, Dan

enjoyed sharing our interests. He loves the subject of leadership, he's read C. S. Lewis's works, and he is ordained as a *Wesleyan* pastor. And he had a great time visiting our preferred sites. But the one place he absolutely had to see was the crosswalk where the Beatles had been photographed for the *Abbey Road* album. Dan wanted us to get our picture taken walking across the street, just as John, Ringo, Paul, and George had.

Now, I like the Beatles, and I thought it might be fun to visit the site. But to Dan, it was more than a big deal. It was essential. If we didn't make it to Abbey Road, then his trip just wouldn't have been complete. Because of that, every day as we set out from our London hotel on our itinerary, Dan would press us intently: "Now, guys, we're going to make it to Abbey Road, right?"

On the last day, we were scheduled to finally make our Abbey Road trek. Everyone except Margaret got up at six o'clock and piled into two cabs to make the trip across town to the street outside the recording studio where the Beatles recorded their last album. Dan was so excited that I thought he was going to bounce off the walls of the cab.

When we got there, we couldn't believe it. The street was closed! Big construction trucks were everywhere, and orange cones filled the crosswalk. It looked as if we had made the trip for nothing. Because we would be leaving London later that afternoon, we wouldn't get another opportunity for the picture. Dan would have to go home empty-handed.

We decided to get out of the cabs anyway, just to check out the situation. We figured there might be heavy construction occurring on the tiny street. However, we discovered that a huge crane, which was located about a half mile away, was scheduled to come down the street sometime in the afternoon, and that's why the road was closed. That gave me hope that we might succeed after all. None of us wanted Dan to be disappointed, and I always love a challenge. So we went to work.

We struck up a conversation with the workmen who had closed the road. At first, they had no idea what we wanted. Then when they understood why we were there, they folded their arms, stood as solid as the Rock of Gibraltar, and told us it couldn't be done. It was their turf, it was their job, and they were not going to move. However, I did have to laugh when we talked to one worker who was about twenty-five years old. When we said that Dan wanted a photo like the one on the Beatles' album, and that the original had been taken on that very spot, the young man said, "Really? It was here?"

We talked to the guys some more. We joked. We offered to take them all out to lunch. And we told them how far we had come and how much the whole thing meant to Dan. "You can be Dan's heroes," I explained. After a while, I could see

they were beginning to soften. Finally a big, burly guy with a thick accent said, “Oh, let’s help the Yanks out. What could it hurt?”

The next thing we knew, it was like they were working for us. They began clearing cones and moving trucks. They even let Patti, Dan’s wife, climb up onto one of the trucks to take the picture so that it would be from the same angle as the Beatles’ original shot. Quickly we lined up: first Tim, then Andy, then me (with my shoes off like Paul McCartney), and finally Dan. It was a moment we won’t soon forget, and the photo sits on my desk today to remind me of it.

FLESHING IT OUT

On that summer day in London, did we succeed because of extraordinary talent? No. Was it because of our timing? Certainly not, since our timing got us into trouble in the first place. Was it power or sheer numbers? No, there were only six of us. We succeeded because we were tenacious. Our desire to get that picture was so strong that success for our little team was almost inevitable.

It’s appropriate to finish the discussion of the essential qualities of a team player by talking about tenacity because tenacity is crucial to success. Even people who lack talent and fail to cultivate some of the other vital qualities of a team player have a chance to contribute to the team and help it succeed if they possess a tenacious spirit.

Being tenacious means . . .

1. Giving All That You Have, Not More Than You Have

Some people who lack tenacity do so because they mistakenly believe that being tenacious demands from them more than they have to offer. As a result, they don’t push themselves. However, being tenacious requires that you give 100 percent—not more, but certainly not less. If you give your all, you afford yourself every opportunity possible for success.

Look at the case of General George Washington. During the entire course of the Revolutionary War, he won only three battles. But he gave all he had, and when he did win, it counted. British general Cornwallis, who surrendered to Washington at Yorktown to end the war, said to the American commander, “Sir, I salute you not only as a great leader of men, but as an indomitable Christian gentleman who wouldn’t give up.”

2. Working with Determination, Not Waiting on Destiny

Tenacious people don’t rely on luck, fate, or destiny for their success. And

when conditions become difficult, they keep working. They know that trying times are no time to quit trying. And that's what makes the difference. For the thousands of people who give up, there is always someone like Thomas Edison, who remarked, "I start where the last man left off."

3. Quitting When the Job Is Done, Not When You're Tired

Robert Strauss stated that "success is a little like wrestling a gorilla. You don't quit when you're tired—you quit when the gorilla is tired." If you want your team to succeed, you have to keep pushing beyond what you think you can do and find out what you're really capable of. It's not the first but the last step in the relay race, the last shot in the basketball game, the last yard with the football into the end zone that makes the difference, for that is where the game is won. Motivational author Napoleon Hill summed it up: "Every successful person finds that great success lies just beyond the point when they're convinced their idea is not going to work." Tenacity hangs on until the job is finished.

REFLECTING ON IT

How tenacious are you? When others have given up, do you keep hanging on? If it's the bottom of the ninth inning and there are two outs, have you already lost the game mentally, or are you ready to rally the team to victory? If the team hasn't found a solution to a problem, are you willing to keep plugging away to the very end in order to succeed? If you sometimes give up before the rest of the team does, you may need a strong dose of tenacity.

BRINGING IT HOME

A. L. Williams says, "You beat 50 percent of the people in America by working hard. You beat another 40 percent by being a person of honesty and integrity and standing for something. The last 10 percent is a dogfight in the free enterprise system." To improve your tenacity . . .

- *Work harder and/or smarter.* If you tend to be a clock-watcher who never works beyond quitting time no matter what, then you need to change your habits. Put in an additional sixty to ninety minutes of work every day by arriving at work thirty to forty-five minutes early and staying an equal amount of time after your normal hours. If you are someone who already puts in an inordinate number of hours, then spend more time

planning to make your working hours more efficient.

- *Stand for something.* To succeed, you must act with absolute integrity. However, if you can add to that the power of purpose, you will possess an additional edge. Write on an index card how your day-to-day work relates to your overall purpose. Then review that card daily to keep your emotional fires burning.
- *Make your work a game.* Nothing feeds tenacity like our natural competitive nature. Try to harness that by making your work a game. Find others in your organization who have similar goals and create a friendly competition with them to motivate you and them.

DAILY TAKE-AWAY

People said it couldn't be done—building a railroad from sea level on the coast of the Pacific Ocean into the Andes Mountains, the second-highest mountain range on earth after the Himalayans. Yet that is what Ernest Malinowski, a Polish-born engineer, wanted to do. In 1859, he proposed building a rail line from Callao on the coast of Peru into the country's interior—to an elevation of more than fifteen thousand feet. If he was successful, it would be the highest railway in the world.

The Andes are treacherous mountains. The altitude makes work difficult, but add to that frigid conditions, glaciers, and the potential for volcanic activity. And the mountains climb from sea level to tens of thousands of feet in a very short distance. Climbing to high altitude in the jagged mountains would require switchbacks, zigzags, and numerous bridges and tunnels.

But Malinowski and his work crews succeeded. Jans S. Plachta states, "There are approximately 100 tunnels and bridges, some of which are major engineering feats. It is difficult to visualize how this task could have been accomplished with relatively primitive construction equipment, high altitudes, and mountainous terrain as obstacles." The railroad still stands today as a testament to the tenacity of the men who built it. No matter what happened to them during the process, Malinowski and his team never, never, never quit.

T.I.P. MORNING MOTIVATIONAL

CHAPTER 17—TENACIOUS:
NEVER, NEVER, NEVER QUIT

Instructions:

1. Read the Morning Motivational for the day (approximately 10 minutes).
2. Underline key words—especially words you do not understand.
3. Try to guess the meaning of the words you do not understand. Do not use a dictionary (electronic or otherwise).
4. Read the questions below. Write notes (not sentences) for discussion later on.
5. Find a partner, and then begin the discussion. There is no need to finish all the questions.

Discussion:

1. In your own words, summarize the article and tell it to your partner.
2. Share with your partner the idea you liked best in the article.
3. Are there areas in your life where you aren't tenacious enough? Name and explain. (i.e. dieting, finish a task)
4. Share a story from your life when you gave all you had and reached your goal.
5. "Working with determination, not waiting on destiny." What does this statement mean to you?
6. There are three explanations of the word tenacious. Which one fits you best and why?
7. If the team hasn't found a solution to a problem are you willing to keep plugging away to the very end in order to succeed?
8. How can I improve my own tenacity?
9. What did Ernest Malwonski do in Peru?
10. If there is time, go to the vocabulary words you underlined because you were not sure of the meaning. Try to guess the meaning and share it with your partner.
11. If there is still time, read the article out loud together.

CONCLUSION

I hope you have enjoyed *The 17 Essential Qualities of aTeam Player* and have benefited from doing the exercises in the “Bringing It Home” section of each chapter. The assignments are designed to help you get a handle on each quality and start the process of continuous personal growth in your life.

I want to encourage you to keep growing as a team member. Review this book periodically to measure how you’re developing. Put yourself on a regular program of development. If you’re looking for resources to help you with that process, contact my organization:

For more information, visit www.MaximumImpact.com

Keep growing, keep building your team, and never forget, one is too small a number to achieve greatness! Good luck on your journey.

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